

# STATE

U.S. DEPARTMENT OF STATE

MARCH 2011

MAGAZINE

## Build It Better

Female Construction Engineers Elevate the Department's Profile





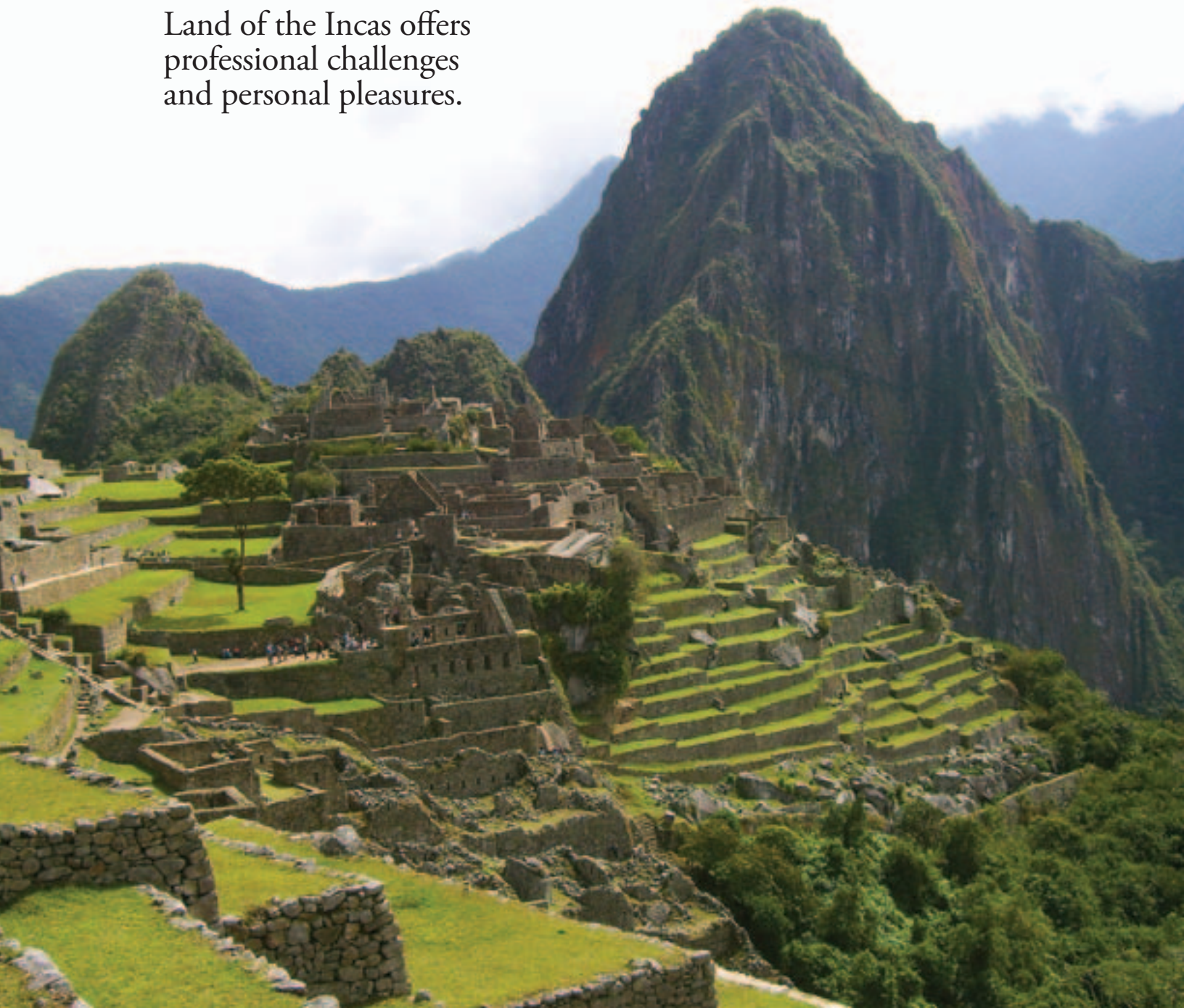
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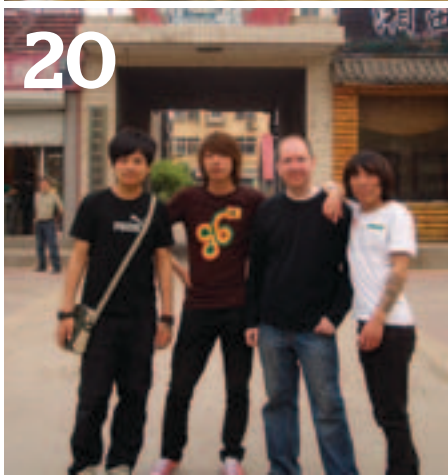
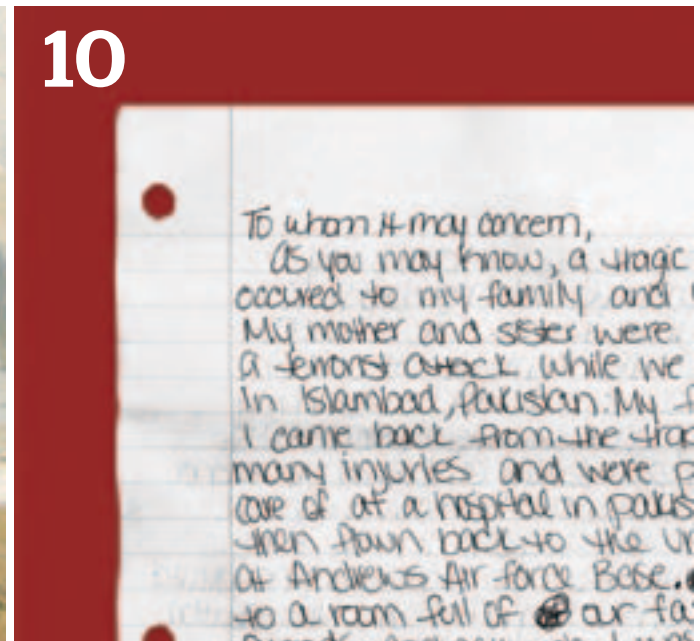
March 2011  
Issue Number 554

# 24

## Post of the Month: Lima

Land of the Incas offers  
professional challenges  
and personal pleasures.





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## On the Cover

Tracy Thomas takes a break from directing OBO's project in Sanaa, Yemen.  
*Photograph by Bureau of Overseas Buildings Operations*





## Performance Management: A Culture Shift

Next month marks the end of another annual cycle of performance for members of the Foreign Service. As our Civil Service colleagues did just a few short months ago, it is time to pull together notes on accomplishments, make sure counseling sessions between rater and rated employees have been documented and bring into focus the countless decisions and actions you have taken during the year. The resulting performance evaluations will collectively inform the Department how well we in the Foreign Service are meeting strategic goals and will provide the critical data with which the Selection Boards make decisions about ranking, tenure and promotion.

The regulations on the FS performance evaluation process bear the title “Performance Management,” and perhaps that is why employees have generally thought of performance management only when it comes time to complete Employee Evaluation Reports. While I believe every member of the Foreign Service should be well acquainted with the performance management regulations, I also believe it is time for all of us—Foreign Service and Civil Service alike—to embrace a much broader understanding of performance management.

Traditional personnel principles place management in the hands of supervisors, with rating officers primarily responsible for evaluation of employees. Serving as a supervisor involves great obligations to the employees supervised and to the Department, and I expect every supervisor to take this charge seriously and ensure his or her performance evaluation clearly documents proficiency in this task. However, I also know that for every action taken under a supervisor’s guidance, there are hundreds of other actions and decisions for which each employee takes initiative and responsibility. Moreover, because of the Foreign Service’s current deficit of mid-level personnel, individual accountability and initiative are increasingly relevant at junior levels.

For this reason and for those that follow, I am asking each member of the Foreign Service and every Civil Service employee to step up and become the active manager of his or her own performance. I am asking you to integrate your stated job requirements with the Strategic Goals of your mission or bureau and with the criteria for successful performance at your current rank or position and for promotion to the next.

At a time when many citizens believe that the federal government is too big and inefficient, all agencies must adhere to the expectation—expressed by OPM Director John Berry in *Government Executive*—that they have “a fair and credible performance appraisal and accountability framework” that is based on a full performance management process where employees know what is expected of them and have a reasonable opportunity to produce it. This calls for clear work requirements, documented counseling based on performance expectations, open lines of communication and active participation in performance management by rated, rating and reviewing employees.

A second reason for focusing on performance management now is the shortage of personnel in some key areas. Staffing or experience gaps do not lessen supervisors’ obligations to the employees they rate or to the Department’s standards for accountability. They call for teamwork and a renewed focus on defining work requirements/job elements and developing work plans that simultaneously consider the career development of employees, the Department’s Strategic Goals and, for the Foreign Service, the Core Precepts.

Thirdly, while the Department continues to become more diverse, it must still work to harvest the rich variety of knowledge, experience and culture that diversity offers. The traditions and goals of the Department bring us together as a team, but individual employees contribute insights, creativity and innovations that only their unique perspective and skills can offer. Rigidly hierarchical relationships may be easier to manage, but are likely to cost us ideas and initiative. A more collaborative approach to performance in which each employee—rated, rating and reviewing officer—takes ownership and accepts responsibility bears more long-term fruit.

I challenge you to make a major shift in paradigm and in behavior. This issue of *State Magazine* contains detailed Bureau of Human Resources guidance on becoming a performance manager. Once you change your perspective on performance management, the annual evaluation will take its proper place as merely the formal appraisal of a year of conscious performance of your duty—to the nation, to your embassy or bureau and to yourself.

A handwritten signature in dark ink that reads "Nancy J. Powell". The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

Nancy J. Powell  
Director General



## General—and Ambassador— William Donovan

I was pleased to read (December issue) of the dedication of a conference room in a Navy Hill office building in memory of William J. “Wild Bill” Donovan and the salute to the Office of Strategic Services that the dedication represents. The article did not mention, however, that General Donovan was also our ambassador to Thailand (1953–54) where I served as his executive assistant. He



was appointed by President Eisenhower because of specific concern regarding

Indochina and Southeast Asia.

General Donovan’s extraordinary career included being the most highly decorated civilian soldier in American history, including winning the Congressional Medal of Honor in World War I as Commander of the Fighting 69th. His service in Thailand was the final

chapter in an unrivaled career of public service. At the time of his death in 1959, President Eisenhower described him as “the last hero.” He greatly respected the Foreign Service and regarded his tenure as ambassador as one of great importance.

**William J. vanden Heuvel**  
*Former U.S. ambassador to the  
United Nations*

## Morale Booster

You may have no idea how important *State Magazine* is to us. It was a tremendous morale booster when I served at overseas hardship posts. Many thanks again for your dedication and service.

**Tom Warren**  
*Diplomatic Security Service, retired  
Lecanto, Fla.*



*Ducale Tower* sparkles in the sun at Villa Richardson.

## Chihuly Sculpture Comes to Ambassador's Residence

The residence of the U.S. ambassador to the Holy See in Rome has a glittering new addition called *Ducale Tower*, a monumental sculpture by artist Dale Chihuly. Installed in November after negotiations between the Office of Art in Embassies and the artist's studio, the sculpture is made of hundreds of pieces of glass.

Chihuly's connections to Italy date to 1968, when he was awarded a Fulbright fellowship to work at a factory in Venice where he learned glass-blowing techniques and how to work with a team of craftspeople. He later used this approach to create *Ducale Tower* and other pieces for the landmark 1996 exhibition, *Chihuly over Venice*, an international project on which the artist worked for two years in several locations. The sculptures were then installed over the canals of Venice.



The piece "is a wonderful metaphor for our country, which out of many diverse individuals forms one remarkable nation, and it will be admired by thousands of visitors to Villa Richardson," said Ambassador Miguel Diaz. The residence's collection also includes works by artists with connections to the American Midwest and Southeast.

The sculpture, as photographed by Michael J.N. Bowles, displays organically shaped elements of clear, white and gold glass that curl and intertwine around a metal armature. More than nine feet high and six feet wide, the work is a monument to glass-making and teamwork.



# TechCamp Helps Civil Society Groups Advance

More than 100 representatives from civil society organizations across the Americas met in November in Chile at TechCamp: Santiago, launching the Department's Civil Society 2.0 initiative, which seeks to increase the impact and resilience of civil society organizations worldwide through the use of digital tools and technologies.

Secretary of State Hillary Rodham Clinton's Senior Advisor for Innovation, Alec Ross, addressed the TechCamp audience on the State Department's role in Civil Society 2.0, saying "The Secretary's vision of Civil Society 2.0 is embodied in TechCamp, in which we convene and help empower civil society groups to get the hands-on training they need to better execute their missions in the 21st century."

In addition to hands-on training, TechCamp: Santiago consisted of interactive meetings

on such issues as democracy, transparency and civic engagement; risk management and disaster response; health, medicine and disease control; and increasing economic opportunity. The groups brainstormed on how technology could address specific challenges faced by civil society organizations.

Once the groups defined specific problems, they proposed technology solutions to the larger group. For example, one of the Brazilian participants plans to use some tools he learned about at TechCamp to empower youths in the ghettos of Rio de Janeiro. A participant from Ciudad Juárez, Mexico, is incorporating ideas from the workshop on how to protect his community from narco-traffickers. A third participant plans to use the mapping technology she discovered at TechCamp to give a voice to indigenous Ecuadorians who lack a way of sharing



In a breakout session, TechCamp participants discuss issues faced by civil society organizations.

information on dangerous oil well sites and potential landslide areas near their villages.

TechCamp: Santiago, the first such event sponsored by the Department, helped civil society organizations and their technology partners define problems that were then discussed at the December meeting of the volunteer consortium, Random Hacks of Kindness. That group in turn developed computer code and technology applications to address the challenges.

These solutions will eventually be made available online for the global community.

Planning is under way for possible future TechCamps in 2011, including one by the U.S. delegation to the U.N. Human Rights Council in Geneva, Switzerland, and a one in Jakarta, Indonesia. To learn more about Civil Society 2.0, TechCamp or hosting a future TechCamp, contact Katie Dowd, [dowdkw@state.gov](mailto:dowdkw@state.gov), or Noel Dickover, [dickovernt@state.gov](mailto:dickovernt@state.gov).

# Annuity Payment System Enhanced

In December, the Department implemented the first phase of the Global Foreign Affairs Compensation System. Called GFACS Annuitant, the system's first phase enables the Department to more efficiently provide annuity payments and enhances its ability to comply with all federal and state tax withholding regulations.

Over the past 18 months, the Retirements Accounts Division, Office of Retirement and Systems Development and Maintenance Division worked together to convert the data of more than 15,000 annuitants from the legacy annuity payment system to GFACS. Annuitants received their first payment under the new system in January.

"We're excited to be able to continue to provide outstanding services to our annuitants and look forward to improving our services using GFACS to provide payroll for direct hire Americans and Locally Employed Staff," said Jeff Mounts, managing director for Global Compensation.

Mounts said he considers implementation of GFACS a milestone in the ePayroll initiative to standardize payroll policies and procedures, and simplify and better integrate the payroll, human



The RAD staff and American Payroll and Pensions Director Keith Koehler, front right, celebrate their accomplishment.

resources and finance functions. More information is available from Payroll Customer Support at [payhelp@state.gov](mailto:payhelp@state.gov) or (800) 521-2553.



The front entrance of the compound's new office building shows its angularity.

## First Secure 'Mini Compound' Opens

In November, the U.S. Embassy in Bandar Seri Begawan moved out of commercial office space in a shopping center and into the Department's first Standard Secure mini Compound. Cut out of the Brunei jungle in what is now called the diplomatic enclave, the compound sits on 5.3 acres. The chancery and support buildings occupy approximately 1,300 square meters.

The Bureau of Overseas Buildings Operations said it developed the SSmC as a prototype design for posts requiring 45 or fewer desks. The SSmC provides desks for 27 staff members.

The compound "has the basic features of a standard embassy but is smaller in scale," said OBO Project Director Tuan Hoang. SSmCs are also planned for Malabo, Equatorial Guinea, and Port Moresby, Papua New Guinea.

"The SSmC resolves so many security and logistical problems we had at the old office and leaves visitors with a great impression," said Management Officer Matthew Miller. "I've heard from people

who have driven by and been impressed with how large the building is, when it is really quite a small building"

Among the SSmC's security features are its 100-foot setback and a perimeter wall, neither of which were present in the former building, a seven-story commercial structure in the downtown on the corner of two busy streets without a setback. The old building also had no access control at the main entrance, and its single-pane windows could be broken with a stone. The SSmC has blast-resistant windows, and all of the physical protections that meet the standards of other new compounds OBO is building worldwide.

"Moving to the new embassy has been a positive change," said Public Diplomacy Assistant Shova Thapa. "For one, it brought local staff closer, as we are now in a shared cubicle space, as opposed to individual offices."



## Department Plans 2011 Foreign Affairs Day

Foreign Affairs Day 2011, the annual homecoming for State Department retirees, will take place Friday, May 6, and will feature morning discussions in the Dean Acheson Auditorium and other locations followed by a luncheon for 250 attendees in the Ben Franklin Room.

The event will also feature the American Foreign Service Association's memorial plaque ceremony honoring foreign affairs agency employees who were killed abroad in the line of duty.

The invitations will be mailed in early March. If you have not attended Foreign Affairs Day in recent years and wish to receive an invitation, e-mail [foreignaffairsday@state.gov](mailto:foreignaffairsday@state.gov). Provide your full name, retirement date, whether Civil Service or Foreign Service, mailing address, e-mail address and telephone number.



## Consulate Community Supports Run for FSN Fund

In December, runners from the U.S. Consulate General in Hong Kong took part in Macau's 29th annual marathon, half-marathon and mini-marathon races. Seven staff members ran in the half-marathon race, and another three participated in the mini-marathon of seven kilometers.

The runners raised money from the consulate community for the worldwide Locally Employed Staff Emergency Relief Fund. This was the second year that the consulate coordinated runners for the event, and most of its 2009 participants returned.

Entry-level officer Colin Fishwick won his age division for the half-marathon and placed

fourth overall, completing the race in just 1 hour and 14 minutes. Other half-marathon runners were Timothy Haynes, Steven Giegerich, Jose Sandoval, Peter Carlson, Karen Mitchell-Sandoval and Lynette Gordon.

Meanwhile, Masami Tanaka, Stephanie Boven and Amal Moussaoui all completed the mini-marathon.

Deputy Consular Section Chief Steve Giegerich set a target of finishing in less than two hours. His time: 1:59:57.

"I think any chance to get out and play or compete together with coworkers is great for camaraderie and a lot of fun," Fishwick said.

The consulate's American and LES

employees sponsored each runner with at least one Hong Kong dollar per kilometer for the LES Relief Fund, and each runner received well over the targeted amount. The consulate raised US\$1,475, more than double last year's donation.

Haynes said his favorite part of the experience was "engaging the entire consulate community in an initiative to help other consulate communities."

Tanaka said she felt the FSN fund was a worthwhile cause, especially given the high number of natural disasters in 2010 that affected FSN staff.



**Hong Kong**

## Department's 2010 CFC Contributions Exceed \$2 Million

The Department's 2010 Combined Federal Campaign, which ended in mid-January, raised more than \$2 million. By January's end, the figure stood at \$2,109,213.

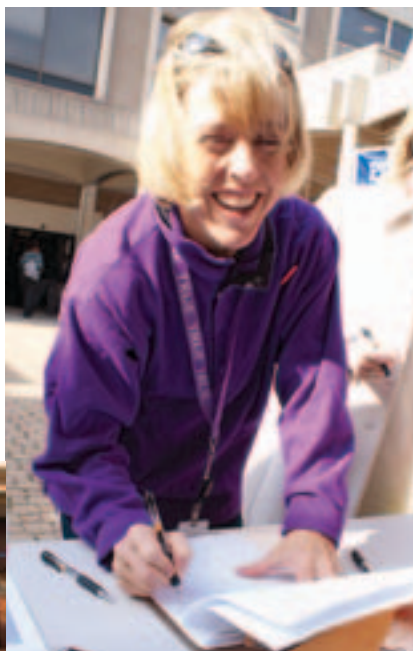
CFC manager Shelly Kornegay of the Bureau of Human Resources said she was gratified by employees' generosity, especially in the current economy.

By the campaign's end, several bureaus had raised sums at least \$10,000 greater than their campaign goals. These include the bureaus of African Affairs (+\$29,613), East Asian and Pacific Affairs (+\$53,787), European and Eurasian Affairs (+\$43,879), Near Eastern Affairs (+\$38,254) Overseas Buildings Operations (+\$11,289) and Western Hemisphere Affairs (+\$23,218).

Several bureaus had per capita giving in excess of \$300, including AF (\$468), EAP (\$592), EUR (\$359), NEA (\$306), WHA (\$418), South and Central Asian Affairs (\$336) and Population, Refugees and Migration (\$436).

A significant 2010 trend was online giving. Data show overseas Department employees donated electronically at a rate four times higher than via paper pledge forms.

As in recent years, the 2010 campaign was marked by special fund-raisers held by bureaus and offices. For instance, the Bureau of Consular Affairs' "cupcake war," in which five judges tasted 19 cupcakes made by employees, was won by a red velvet cupcake



**Above:** Jude DeBaere of the Bureau of Administration conducts check-in for a competition her bureau had with the Bureau of Information Resource Management at the CFC fun run/walk. **Left:** CA's CFC organizer Nina Torres presents the cupcakes for judging.

that took top marks for appearance and creativity. Created by Sonia Crisp, it resembled the consular flag. Cupcakes not part of the judging were sold to raise more than \$600 for the CFC general fund.

Among the HR offices holding fund-raisers were Resource Management and Organization Analysis, where a six-hole miniature golf event raised more than \$400, and Employee Relations, where a fun run/walk had approximately 130 participants and raised \$237 and a bake sale and hot dog lunch raised \$1,900.

Separately, the Bureau of Administration held a December food drive that collected 11,000 pounds of nonperishable food for the Capital Area Food Bank.

Kornegay said several employees have told

her of personal experiences regarding how CFC funds benefited friends or local organizations. Employees who would like to share such a story should contact her at [kornegaysv@state.gov](mailto:kornegaysv@state.gov). Kornegay added that she'd like to also hear from employees about why they feel contributing to CFC is important. With permission from the authors, these statements may appear on the CFC Web site during the 2011 campaign. Those offering statements need not associate any names with the story, unless they wish to.

# STATE

MAGAZINE

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## Submissions

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## Deadlines

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## EEO Counselors - An Asset In Our Workplace

The Office of Civil Rights is very impressed with the service of the Department's EEO counselors, who bring a special element to any workplace—a caring presence, someone to turn to, a guide. Often, their most important function is simply listening. Everyone's greatest need is to be heard when we are in distress. Experienced counselors report that over time their careers are enhanced by their service to others. They develop empathy and active listening skills and become better at distinguishing fact from fiction. In

short, EEO counselors become better potential leaders themselves.

The Department has more than 275 collateral duty EEO counselors. Hundreds more have served honorably and had their careers enhanced by that service.

After the required 32-hour, Equal Employment Opportunity Commission-approved training, counselors perform three principal functions:

- Informing individuals of the EEO process and providing information on alternatives to it,
- Gathering information concerning claims of discrimination, and
- Attempting to find an informal resolution.

Plainly stated, counselors must remain neutral. They advocate for neither employees nor management.

One EEO counselor, Lori Bruttens, said she hopes that, when beginning a counseling session, the people involved understand this: "I do not know what the truth is. I do not go in with any preconceived notions. We [EEO counselors] are hopeful that we can resolve the issue informally and hope that, at the conclusion of counseling, both parties feel their side has been fairly heard."

Managers should know EEO counselors are not obligated to report issues to post or office management, and they are strictly coached not to advise management or employees about hypothetical legalities. Such determinations will come only after a formal Report of Investigation and will be rendered by legal professionals. Counselors gather information and communicate both sides' proposed solutions. They do this as part of the informal EEO process, not the formal EEO process, which follows if and when a formal complaint is filed.

Although some managers would prefer complaints stay at post, such a requirement is not placed on EEO counselors, who are adjuncts to the Office of Civil Rights. For EEO counselors, S/OCR is both a resource and supervisor with respect to their EEO duties. A counselor's inquiry may include speaking with people outside of the home office and asking questions of his or

her EEO regional manager in S/OCR. EEO counselors work best in cooperation and with the support of all relevant parties, including S/OCR.

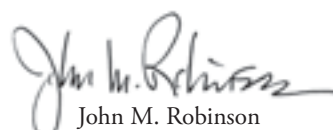
EEO counselors are also often proactive educators. EEO Counselor Stephen Posivak said, "When at post, most of my activities revolved around training, including sessions for the Locally Employed Staff. The LE Staff appreciated that the Department put policies in place to protect them in the same way that U.S. employees were protected, even though U.S. laws did not always apply."

EEO counselors can conduct trainings for offices or posts, hold "brown bags," publish FAQs and organize other educational activities once they get the approval of S/OCR.

If contacted by an EEO counselor, give your full cooperation by meeting with him or her as soon as possible. They have a 30-calendar-day deadline. Your prompt cooperation helps ensure that they have adequate time to ask follow-up questions and do the best job they can. Second, give them as much information as possible. Providing them the facts as you know them helps clear up misconceptions and facilitates informal resolution.

When workplace issues are resolved as quickly as possible in the informal process, we all benefit.

If you would like to become an EEO counselor, nominate someone for that role, request EEO training from a counselor or report the good work of a counselor, please contact S/OCR at (202) 647-9295.

  
John M. Robinson  
Office of Civil Rights

# Crisis Support

In the immediate aftermath of the January 2010 earthquake in Haiti, the Department's Operations Center notified several offices, including the Bureau of Human Resources' Office of Casualty Assistance.

How does a three-person office respond to an event with potentially numerous federal civilian casualties? It activates one of the six Crisis Support Teams that provide surge support. Within minutes, volunteer team members were being assigned shifts on the Haiti task force, where they and OCA staff took calls from relatives of employees in Port-au-Prince, gathered information and coordinated efforts with task force members and staff at post. The crisis team helped staff the task force day and night of the first week

after the quake, working until the casualties had been identified.

OCA staff responded to each U.S. citizen federal civilian casualty, which included a Foreign Service officer and an employee of the Centers for Disease Control and Prevention, and to the deaths of family members of a Department employee and six Locally Employed Staff. If there had been more casualties, Crisis Support Team volunteers would have been assigned to families of the victims for as long as needed.

## HR Volunteers

The smallest HR office, OCA focuses on assisting State Department and other agencies' families when they experience

a casualty, including deaths. The office expands its staff of three during a mass casualty or an exceptional crisis through use of its Crisis Support Teams, which consist of HR Bureau volunteers.

Team Coordinator Cynthia Nelson, a management analyst in HR's Office of Resource Management Analysis, has been a volunteer since the teams' inception in 1999 and has worked on OCA task forces for the tsunami in Indonesia, Hurricane Katrina and the earthquake in Haiti.

"Assisting Department staff and other U.S. government employees and their families during these crises was rewarding and one of the reasons I initially chose a public service career," she said.

In 2010, Director General Nancy J. Powell urged HR Bureau staff to volunteer for the teams, and 19 employees responded, bringing the total volunteers to 71. The six teams may be activated on a rotating-duty schedule. Each summer the teams' numbers diminish as individuals rotate out of the HR Bureau, and each fall new members are recruited to maintain at least 10 members per team.

## Being Helpful

"Serving as a volunteer on a Crisis Support Team gave me far more in return than I would have ever imagined," said Jeffrey Miller, chief of Classification and Compensation Policy in HR's Office of Resource Management Analysis. "I joined the team because I wanted to volunteer for something meaningful or helpful to other employees, beyond my normal paid position."



The author, left, and Office of Casualty Assistance Director Kirk Leach meet in his office.

PHOTOGRAPHS: ED WARNER

When casualties arise, teams spring into action /// By Virginia Boncy



To whom it may concern,  
 As you may know, a tragic  
 occurred to my family and I.  
 My mother and sister were  
 a terrorist attack while we  
 in Islamabad, Pakistan. My father  
 I came back from the trip  
 many injuries and were  
 care of at a hospital in Pakistan  
 when flown back to the United States  
 at Andrews Air Force Base.  
 to a room full of our family  
 friends and although I was  
 by the feeling of close reality  
 still angry and in shock by  
 my mother and sister. I was  
 and confused by lots of  
 but at the same time  
 be "home". I felt safe. I then  
 Colon Powell and George W. Bush which was  
 an exciting experience. They gave their  
 condolences before proceeding to fly out  
 of the country. I then was taken to  
 Walter Reed Hospital where I was  
 fully treated for my injuries and after  
 a few days sent home to begin to  
 rebuild our lives. Without the help of



**Left:** The handwritten note Zachary Green sent expressed his appreciation for the office's efforts.

**Above:** From left, Leach, the author and office assistant Tonyia Warren prepare to welcome visitors to the office.

Miller lauded his training, saying it covered what the team does and the kinds of emergencies that might put it into action. Team members receive annual training facilitated by OCA staff and subject matter experts on such topics as reactions to grief, victims' needs, benefits and compensations, task force training, the Privacy Act, OCA functions and the teams' role. Each year an individual who has been the victim of a terrorist incident is a featured guest speaker. For instance, a regular speaker has been Virginia Foley, widow of Larry Foley, a U.S. Agency for International Development officer killed in a terrorist attack in 2002.

"I do this voluntarily to try to wring something positive out of Larry's death, thank the State Department for its

support and personalize the training experience for the volunteers, hopefully adding impact," she said.

Foley said that from the time her husband died she felt "supported—by people in charge, by people who represented safety, by people who demonstrated that they cared." She said she received answers quickly to simple questions, and "if the answer wasn't available at the time of the conversation, my resources always got back to me."

In all, she felt the Department provided "consistent presence, acts of kindness, and the clear, active investment of people in charge. For all of this I continue to be grateful."

Zachary Green lost his mother and sister in a terrorist attack in Islamabad, Pakistan. He said the Crisis Support Teams "devoted

their time to be certain I felt comfortable and safe in my journey back to the United States. No one can really explain an experience such as this or prepare one for tragedies in the future, but with the help of the Crisis Support Team the situation seemed manageable.

"I now live every day remembering all that they did for me and my family, and for that I am grateful."

A dozen years after its start, the Crisis Support Team program is thriving. Members have served as caseworkers to surviving family members, staffed task forces, assisted at memorial services, met families at airports and helped OCA staff in the office.

"In the end," Miller said, "I felt that the work I did for OCA was important and helpful to employees and their families. This work will...change your perspective on what's really important in life. At least it did that for me." ■

*The author is deputy director of the Office of Casualty Assistance.*

# QDDR Released

Department-wide review will bring numerous changes /// *By Ed Warner*

The Department's recently finished Quadrennial Diplomacy and Development Review will have broad impact, including creation of at least three new bureaus, appointment of a chief economist and reorganization of the missions of two under secretaries.

The Under Secretary for Economic Growth, Energy and the Environment will replace the Under Secretary for Economics, Energy and Agricultural Affairs and oversee the bureaus of Economic and Business Affairs, Oceans and International Environmental and Scientific Affairs and Energy Resources (a new bureau), plus a new chief economist and the Office of the Science and Technology Advisor to the Secretary.

The under secretary for Civilian Security, Democracy, and Human Rights will replace the under secretary for Democracy and Global Affairs and will promote stability and security in conflict-affected and fragile states, support and develop democratic practices

globally and advance human rights and humanitarian policies and programming. It will have responsibility for the bureaus of Population, Refugees and Migration; Democracy, Human Rights, and Labor; International Narcotics and Law Enforcement Affairs; Conflict and Stabilization Operations (another new bureau), and the Office to Monitor and Combat Trafficking in Persons.

The QDDR committed to the establishment of three new bureaus:

- The Bureau of Energy Resources, which will subsume the Office of the International Energy Coordinator and the Special Envoy for Eurasian Energy and expand the Department's engagement on international energy policy and security.
- The Bureau of Conflict and Stabilization Operations, which will subsume the Office of the Coordinator for Reconstruction and Stabilization and allow the Department to build a deployable capacity to prevent and respond to crisis and conflict.

- The Bureau of Counterterrorism, which will, with necessary support from Congress, elevate the Secretary of State's Coordinator for Counterterrorism to the assistant secretary level.

The QDDR also recognizes and supports the recent reorganization of the Under Secretary for Arms Control and International Security Affairs, and particularly the recently established Bureau for Arms Control Verification and Compliance.

## Chief Economist

Recognizing the expanding importance of economic issues in U.S. foreign policy, the QDDR proposes establishment of a chief economist to advise the Secretary and Department on issues at the intersection of economics and international politics. In recognition of the challenges of information security, an Office of the Coordinator for Cyber Issues will be established in the Office of the Secretary and have a "cyber advisory





committee” chaired by the Deputy Secretary.

More generally, the QDDR articulates Secretary of State Hillary Rodham Clinton’s vision to “lead through civilian power.”

Today, almost every U.S. federal agency is active overseas, and advancing overall U.S. foreign policy priorities requires bringing the expertise, efforts and programs of those agencies together in pursuit of common strategies. At its core, the QDDR provides a blueprint for elevating American civilian agencies to better advance national interests and be better partners to the U.S. military. Leading through civilian power means directing and coordinating the resources of all U.S. civilian agencies to prevent and resolve conflicts; help countries lift themselves out of poverty into prosperous, stable and democratic states; and build global coalitions to address global problems.

Leading through civilian power starts with ensuring that chiefs of mission are empowered to serve as chief executive officers of a multiagency mission and also includes enhancing the U.S. civilian interagency role in diplomacy, development and preventing and responding to crises. Many of the QDDR’s reforms, including changes to human resources management, planning and budgeting, and contracting, aim to strengthen the role of the chief of mission and ensure that all Department personnel are equipped to operate in this new multiagency foreign policy environment.

Secretary Clinton launched the QDDR in the fall of 2009 based on her experience on the Senate Armed Services Committee, where she observed firsthand the power of the Department of Defense’s quadrennial reviews to provide strategic guidance and facilitate necessary change.

The Secretary said the QDDR “will provide the strategic framework and oversight on the ground to ensure that America’s civilian power is deployed as effectively as possible.”

In that light, the review calls on U.S. diplomats to be prepared to lead implementation of global civilian operations, pursue whole-of-government initiatives, build or reshape partnerships and institutions, and engage directly with host nations’ private sectors and citizens. When selecting an ambassador or deputy chief of mission, the report said, Department leaders will consider how well candidates have worked with other agencies or managed multiagency missions.



Director General Nancy J. Powell introduces Secretary of State Hillary Rodham Clinton at a town hall meeting where the Secretary discussed the QDDR’s impact on the Bureau of Human Resources

To illustrate how extensively U.S. missions have become interagency settings, the report points to Kabul, Afghanistan, where there are more than 550 State Department employees and 390 personnel of the U.S. Agency for International Development, plus 1,000 Locally Employed Staff and 300 civilians from 11 other federal agencies.

### Enhanced Training

The report calls for all diplomatic personnel to receive enhanced training in interagency processes and undertake short-term details in other agencies. Successful engagement within the interagency setting will become integral to career development and promotion.

Highlighting the Department’s relationship with the DOD, the report calls for ambassador-ranked personnel to be offered as civilian deputies to DOD combatant commanders. These positions will be in addition to the political advisers the Department provides to these commanders.

The QDDR calls on the Department to “establish productive multiagency relationships” with such emerging powers as Brazil, China, India, Indonesia, Mexico, Nigeria, Russia, South Africa and Turkey and to bolster the U.S. consular presence outside of world capitals. A Department-wide review of the U.S. consular presence in China and Brazil has already begun.

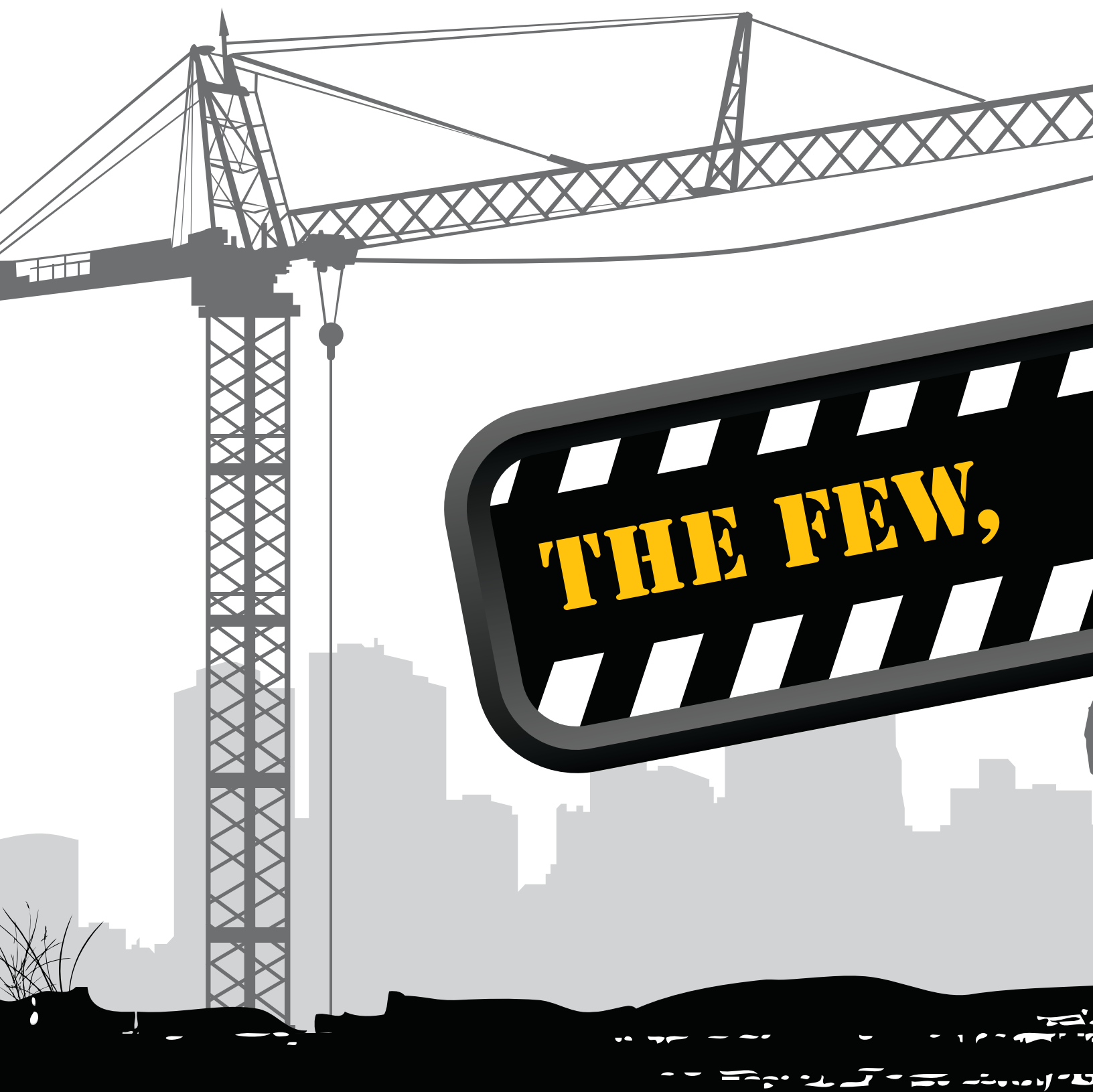
To make public diplomacy what it calls “a core diplomatic mission,” the report says the Department will:

- expand the regional media hubs in Miami, London, Brussels, Pretoria, Dubai and Tokyo;
- establish a new deputy assistant secretary in the Bureau of Public Affairs to oversee international media support;
- create a Center for Strategic Counterterrorism Communications; and
- incorporate women and girls into all public-engagement efforts.

The report also includes changes in how the Department and USAID provide development assistance. It calls for focusing U.S. development efforts in six specific areas: economic growth, food security, global health, climate change, democracy and governance, and humanitarian assistance; transforming the U.S. model of doing business to increase reliance on host nations’ systems and indigenous organizations; rebuilding USAID as the preeminent global development institution; and building “development diplomacy” as a discipline within the Department. ■

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*Ed Warner is deputy editor of State Magazine.*







# THE PROUD

Women oversee OBO construction projects

/// By Stephanie Felton, Lisa Kyriienko and Sholeh Lee



**Clockwise from above:** Sholeh Lee inspects the roof at the Mazar-e-Sharif Interim Consulate Project; Construction Manager Lisa Kyriienko gets ready to dig in at the Kyiv, Ukraine, new embassy construction project's groundbreaking; Construction Manager Sylvia DiPaolo participates in the groundbreaking ceremony for the Mumbai new consulate compound project, which involves the Indian tradition of prayers and breaking of a coconut, in this case on the drill digging the foundation.

Of the 13,008 members of the Foreign Service, 76 are construction engineers, and of those only 10 are women. That 13 percent ratio may not sound like much, but it's better than the U.S. industry average.

To provide a support network for the small number of women in the industry, the National Association of Women in Construction was founded in 1953 for what founding member Alice Ashley called women "with electricity in our veins, cement dust on our shoes, sawdust on our minds...busy, busy, busy, filthy things."

In April 1978, the Department of Labor set goals and timetables for hiring women on federally financed construction projects, aiming to boost female representation in construction trades to 6.9 percent of the workforce in three years. By 2006, it was

still only 4 percent, although the percentage of women in construction management was slightly higher. 2009 Census Bureau data show fewer than 10 percent of construction management professionals were women.

### Significant Roles

Construction engineering became a Foreign Service specialty in 1979, and Claudia Russell was the only woman in the inaugural class. She recently addressed the female FS construction engineers, telling them "you are in significant roles to further the best interests of our country, our professions and our gender. As role models to the world, you have exciting opportunities."

Like their male counterparts, each FS female construction engineer has at least five years' experience and a bachelor's

degree in engineering, architecture or construction management. Many are also licensed as professional engineers and registered architects.

The Department's construction engineers and architects manage billions of dollars of construction work that the Bureau of Overseas Buildings Operations has under way at diplomatic posts abroad.

Female Foreign Service construction engineers say they are challenging cultural stereotypes and succeeding in a nontraditional career. Many were the only females in their college technical courses. They tell OBO that with job knowledge and hard work they know they will be recognized as equals to their male counterparts.

However, most also say that at the beginning of a project they must overcome





**Clockwise from left:** Observing the placement of rebar at the construction site in Sanaa, Yemen, are from left Construction Manager Chuck Kahles and Project Director Tracy Thomas; Stephanie Felton, right, discusses a storm drain manhole in Freetown, Sierra Leone, with facilities engineer Benjamin Kamara, far left, and an engineering consultant; Lithuanian and American Girl Scouts gather at the American Embassy Chancery Rehabilitation and Addition Project in Vilnius. Project Director Tamela Simpson is at far right.



the hurdle of defining oneself not by gender, but by ability, experience and expertise. Many female construction engineers overseas say they see themselves representing the important American value of gender equality. They say they demonstrate to hundreds of foreign nationals on the job site that female engineers can be entrusted with the important job of managing new embassy construction projects.

### Mentoring Women

The female construction engineers mentor younger women at home and abroad. Tamela Simpson, director of an OBO project in Vilnius, hosted a tour of her project by American and Lithuanian Girl Scouts who learned about construction methods and safety and earned their

architecture merit badges. Construction Manager Leslie Taggart was featured by the organization Federally Employed Women as a successful female role model, in part because of her volunteer work with the National Urban League, where she encourages young people to pursue careers in science, technology, engineering and mathematics.

The Department's four female construction project directors are May Stephens in Djibouti, Tamela Simpson in Jakarta, Leslie Taggart in Karachi and Tracy Thomas in Sanaa. There are also three female construction managers assigned worldwide: Deya Desouza in Djibouti, Wendy Simonson in Manila and Stephanie Felton in Santo Domingo. Three other female construction engineers are now on domestic tours

before going overseas: Silvia DiPaolo, Lisa Kyriienko and Sholeh Lee.

Managing a large overseas diplomatic construction project is complex and demanding. Because men historically represent the construction industry, female FS construction engineers say it's important to serve as role models for the next generation of women, setting a path for others to follow.

Adam Namm, OBO's acting director, said the bureau is proud of this diversity because it creates balance, fosters teamwork and provides a positive image of women in construction worldwide. ■

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*The authors are Foreign Service construction engineers in the Bureau of Overseas Buildings Operations.*

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# Exceptional Executives

Group helps women advance as leaders /// *By Cynthia M. Saboe*

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March is Women's History Month, and the history of women at the Department of State has been a long series of firsts, from the hiring of the first full-time women employees in 1874 to the selection of the first female Foreign Service officer (1922) and confirmation of the first female ambassador (1949) to the appointment of the first female Secretary of State (1997).

But despite this distinguished history, women are still a minority in positions at the assistant secretary level and above and as ambassadors, deputy chiefs of mission and principal officers. Overall, women hold about a third of the Department's career senior-level positions.

In 2008, an informal coalition of senior Department women came together to address these imbalances, and Executive Women at State, or EW@S, was born. Today, it's one of the Department's largest affinity organizations, with more than 800 members.

Led by President Julie Gianelloni Connor, the

group's board of 18 senior women promotes, supports and mentors career women for senior leadership positions in the Department. The group's long-term goals include increasing representation of career women in senior positions, improving the diversity and transparency of the senior appointments process and mentoring women to succeed as leaders.

## Subgroups Added

Since its inception, EW@S has expanded beyond its initial focus on senior women. The EW@S Associates, for instance, address career concerns of mid-level women, and the EW@S Entry and Junior-Level Program, or EJs (pronounced "edges"), includes women at those levels plus interns. Together, the three groups provide a continuum of mentoring and support for career women from the moment they walk into the Department until they reach its most senior ranks.

"When I began attending EW@S meetings, I was

immediately struck by the drive these women exuded," said Mariel Verdi, who led the formation of the EJs. "The candid accounts the speakers gave really helped me plan where I wanted to be and how I would get there. It changed the focus of my goals from being a mover behind the scenes to becoming a player on the scenes."

Assistant Secretary for Consular Affairs Janice Jacobs, EW@S's leadership liaison, is emblematic of the organization's spirit: a respected and accomplished senior officer who exemplifies leading, supporting and mentoring women to achieve their fullest potential.

"I am privileged to serve as leadership liaison for EW@S and strongly support increasing the representation of career women in senior leadership positions," she said. "Senior executive women serve as role models for future leaders of the Department. These efforts are strengthening the Department as an institution while helping to develop the next generation."

The Associates and EJs have expanded the focus of the group to include men who support women's issues. Members acknowledge that some of their most influential and supportive mentors have been men.

"Executive Women at State is one of the most energetic and prolific affinity groups in the Department," said Office of Civil Rights Director John Robinson. "They are unique in their multi-generational focus and energy."

## Ambitious Program

The synergy of the three groups has enabled EW@S to undertake an ambitious program of education, mentoring and networking, including co-sponsoring the annual Women's History Month celebrations with the Office of Civil Rights. The keynote speaker for their Women's History Month 2009 event was Secretary of State Hillary Rodham Clinton.

"We cannot succeed if humanity is working at half its strength," she told a





Welcoming Women's History Month 2010 attendees are leaders of the three EW@S groups, from left, Michelle Warren and Danielle Cesarano and Julie Connor, president.



**Above:** From left are Dr. Deborah Tannen, Under Secretary for Management Patrick Kennedy and board members Betty Swope and Georgia Hubert. **Below:** Gathered at the George C. Marshall Center for Women's History Month 2010 are from left Cathy Walker, Sandy Robinson, Kelly Keiderling, Office of Civil Rights Director John Robinson, Cynthia Saboe, Betty Swope, Joan Corbett, event speaker Dr. Deborah Tannen, Under Secretary for Management Patrick Kennedy, Julie Connor, Georgia Hubert and Monica O'Keefe.



**Above:** EW@S President Julie Connor welcomes Secretary of State Hillary Rodham Clinton as keynote speaker at Women's History Month 2009.



Department-wide audience. "We need women in the State Department, women throughout our United States government, women everywhere, to step up and take the lead in addressing the crises that confront us."

Since 2008, the three groups have hosted some 40 events, including Department-wide programs with senior leaders and speakers of national and international prominence such as author and researcher

Deborah Tannen. They have also interacted with other women's professional groups, collaborated with the Office of Civil Rights and other Department affinity groups, and held networking receptions and social events. This rich interaction has strengthened relationships among women at all levels of the Department and enhanced the visibility of their contributions and accomplishments.

"We have done a good job of

getting a vibrant organization going for career women at State," said EW@S President Connor. "Our next big goal is to have more interaction with women serving in the field. And, of course, we continue to advocate for the appointment of more career women to senior levels in the Department."

To join Executive Women at State, send an e-mail with your name, contact information and rank to the appropriate group

mailbox. For EW@S (FS-01/GS-15 and above), e-mail [ews@state.gov](mailto:ews@state.gov). For EW@S/Associates (tenured FS-04 to FS-02/GS-12 to GS-14), e-mail [ewsassociates@state.gov](mailto:ewsassociates@state.gov). For EW@S/EJ (FS-04/GS-11 and below and interns), e-mail [ewsej@state.gov](mailto:ewsej@state.gov). ■

*The author is vice-president of Executive Women at State and deputy assistant inspector general for Policy, Planning and Reports in the Office of the Inspector General.*

# *Big Nose = Big Noise*

FSO learns Mandarin training can really rock /// *By Christopher M. Smith*

Near the beginning of my year of Mandarin Chinese language training in Beijing, I learned students could take a self-arranged week-long immersion trip with only our own interests as a guide. I'd played in a loud rock band in high school and college and thought some Chinese classical music students might also play rock bass or drums in their off hours—and want to go on the road for a week.

I got a lucky break when one of my language teachers introduced me to his nephew, who was also a great rock drummer and a tattooed devout Buddhist. He agreed to help me put together a Chinese band for an unpaid road trip whose aims were linguistic education and rock and roll glory.

Practicing was a challenge. Even my Chinese teachers didn't know how to say "guitar effects processor" in Mandarin. Eventually a core group jelled, including a depressed singer-songwriter with his own

band, a guitarist with a mop top of hair on his 80-pound frame named "Big Army," and a young bassist whose wife admired his every note. We named our band Da Bizi (Big Nose), the Chinese epithet for Westerners, and our music was 1990s alternative rock and blues.

## *Itinerary Set*

Soon, we scheduled dates to play in night clubs across northwestern China. The Chinese government restricts diplomatic cars, but I managed to gain its permission to carry our five-member band and a great deal of music equipment in my family's Saturn to six Chinese cities just days before our departure.

Our first show was before 40 locals at the Shijiazhuang's Cowboy Club, which was decorated with such cowboy images as the Marlboro man.







**Clockwise from top:** A surreal photo of the author decorates the concert tour's poster; from left Wang Guanqi, Li Bin, the author and Wang Guojun stand outside Shijiajiang's Cowboy Club; from left, Li Bin and the author perform at their band's first show.

In the small historic town of Pingyao, we incurred some local wrath after a few wrong turns on the narrow streets but finally found a little hotel inside a 2,500-year-old traditional courtyard home. We drove the entire next day, learning quite a bit about each other through hour after hour of broken Mandarin conversation in a tight, enclosed space.

On reaching Xi'an, we met a friendly four-foot-tall girl with braces who was the drummer and lead singer of a local "Brit pop" band. She introduced us to her tough-looking friends, who pleasantly offered to help print and distribute posters for our show.

It turned out that it was our local drummer friend's mother's birthday, so we bought a celebratory cake and spent a warm afternoon at her family's apartment. The show that night was so well received that one concertgoer said we were "better than Roxette," the Swedish pop music duo of the late 1980s to mid-1990s.

## Late Arrival

The roads from Xi'an to Zhengzhou were rough, and we spent many hours competing for space with slow-moving vehicles and even fording a small river. We arrived in Zhengzhou three hours late for our 8 p.m. show. The audience had left, and the club manager was none too pleased.

But things improved once we reached Tai'an. We went straight to the Blue Fox Club, where we were the final act of the night. An older audience member twice came on stage to share his Johnnie Walker Red Label, something I later learned is a very friendly gesture.

We played the following evening at an open-air concert at Shanxi University, an unplanned show that became our best attended, watched by about 150 enthusiastic students. Afterward, we got a giggly offer to play badminton with some of the students—another gesture of acceptance.

When I returned to class in Beijing, I thought that the trip had been an incredible experience but hadn't helped my language skills much. But as the language test approached, I asked one of my teachers for her opinion on my progress.

"I was worried before," she said, "but you turned a corner after your immersion trip. Your fluency and ease of integrating new vocabulary into your speech increased greatly. Continue studying hard, but don't worry too much."

As I awaited my final Chinese language score, I kept her words in mind. When the examiner called me in, I heard the numbers I'd been hoping for two years to hear: a language rating of 3/3.

I know I have a lot of people to thank for that, especially my patient wife and son and my excellent teachers, but I'm also grateful to my Chinese bandmates who helped me learn Mandarin while we played rock and roll. ■

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*The author is a political officer at the U.S. Embassy in Beijing.*



To evaluate Foreign Service employees, the Department uses selection boards composed of senior FS staff and at least one public member. About 18 selection boards convene each summer and over at least four to six weeks review a randomly selected group of about 40 files daily, ranking each employee promote, middle or low based on how well he or she met the Foreign Service Precepts.

The mid-ranked files are then set aside, and the board uses a forced distribution method to assign a score of 1 to a high of 10 to the promote files, and ranks the files by class, job cone or FS specialization. Then, based on the number of promotions allocated annually by the Bureau of Human Resources for each grade, cone or specialty, the board identifies those it feels are ready for immediate promotion. If there are not enough promotion opportunities for all those identified, some may instead receive a Meritorious Service Increase in pay.

The board then reviews those low-ranked, and tells them via memo why they got a low and how to improve. Those ranked low in two years out of five may be referred to a Performance Standards Board, which may recommend separation from the FS or give the employee another opportunity to improve.

## Hard Work

"Serving on a board is hard work, physically demanding and mentally challenging" because it involves reading hundreds of files and differentiating "between the best and the rest," said 2010 board member William J. Haugh. Board members, he said, need to be intellectually open to appreciate the contributions of people serving in areas they are unfamiliar with, constantly remind themselves to adhere to the precepts and be clear, logical and persuasive when justifying their rankings.

Haugh said he offered to serve because "I care deeply about leadership and management in the Foreign Service. I wanted to help identify

Foreign Service leaders who care about their people, know how to put together and guide teams and have the highest standards of integrity."

In return, he said, he gained appreciation of the wide variety of FS work and of how the best employees demonstrate similar qualities, such as high energy and care and concern for their employees. He said they "make the people around them better; understand context and frame their work in terms of advancing mission and Department goals; have an 'arc of meaning' to their careers, building skills from one assignment to the next; and take on tough jobs."

Another 2010 board member, FSO George Sibley, likened the boards' pace and depth of review to his "consular days of long ago," where long visa applicant lines meant "you had to evaluate the evidence as quickly as possible and decide."

"Fortunately, on the selection board you know five other pairs of eyes are looking at the same evidence and should notice if you miss something critical," said Sibley, now senior adviser for Northern Iraq at the U.S. Mission in Iraq.

## Black Box

Sibley said he had been "immensely curious to look inside the 'black box' that is the selection process" and hoped the experience would help him better mentor junior officers and improve his own job performance. He, too, felt the files displayed lots of talent; there was, he said, "a slim fraction that stood out above the rest, but the next much broader tier was also extremely competent, productive and deserving."

Selection boards are "probably one of the fairest systems there is for the quantity of personnel that are considered and the quality of employee that the State Department hires," said board member DeAnne Bryant, an executive advisor in the Bureau of Information Resource Management. "The whole experience humbled me by the significance of what we accomplished and being

able to see what quality work my colleagues produce each year."

Hugh Williams, chairman of a 2010 board that reviewed more than 400 FS-02 economic, consular and public diplomacy officers for consideration for promotion to FS-01, said "my greatest challenge was evaluating the experience of officers that had served at a mission in Afghanistan, Iraq or Pakistan, since I had not had an assignment in a war zone.

"Aside from the physical demands, mental fatigue was a condition I needed to monitor in myself," he said. He lauded the guidance and support provided by HR's Office of Performance Evaluation, which he said helped the board adhere to a timetable for completion by its deadline.

## Giving Back

Board service, he said, is a way of "giving back" to the Department and helping "strengthen the Foreign Service to leave it in a better state of affairs."

HR/PE works to ensure each board has the right composition. Members are recruited via a January department notice stating the level of senior FS employees needed for each board, and nearly all who respond are accepted, said HR/PE Director Susan Alexander.

The Foreign Service Act of 1980 mandates that each board have a public member—often drawn from Washington, D.C., area universities—and ethnic and male/female diversity, she said. Furthermore, boards reviewing generalists must have representatives from all FS cones, and those reviewing specialists must have specialist members. Finally, all board members must be at least one grade level above those being reviewed.

Generalists and specialists interested in serving on a 2011 selection board should contact HR/PE's Johan Milbourne at milbournejd@state.gov. ■

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*The author is deputy editor of State Magazine.*

# Rational Selection

Board members work to better the Foreign Service /// *By Ed Warner*







***Post of the Month***





Cliffside Lima overlooks  
the Pacific Ocean.

# Lima

Land of the Incas offers professional challenges  
and personal pleasures /// *By Stephen Callahan*

A horse-drawn carriage traverses Lima's Plaza de Armas.



When thinking of Peru, many people conjure up images of dense Amazonian jungles with jaguars roaming in the undergrowth or lost Incan cities filled with ancient artifacts. It has been speculated that Indiana Jones, the globe-trotting movie hero, was loosely based on Hiram Bingham, the archaeologist and explorer who, in 1911, rediscovered and excavated the lost city of Machu Picchu, a short plane and train ride from Lima.

Peru is South America's third largest country, roughly the size of Alaska, with three very diverse geographical regions: the coastal desert, the Andean highlands and the jungle, which comprises more than half of Peru's land area. Lima, on the coast, is one of the largest desert cities in the world. The cool waters of the Humboldt Current, which run just off the coast from southern Chile to northern Peru, help create a mild and mostly rain-free, but humid, climate with dense clouds for many months during the year. Lima's summer temperatures average in

the low 80s, and the days are bright and pleasant.

Founded in 1535, Lima is one of South America's largest capitals, with a population exceeding 8 million.

When the Spanish arrived in 1531, Peru was the epicenter of the highly developed Inca civilization. Centered in the mountain city of Cusco, the Incan empire extended from northern Ecuador to central Chile. Francisco Pizarro conquered the Incan capital in 1533. The gold and silver found in the Andes enabled the Spanish conquerors to extend their power throughout much of South America.

The Incan and later Spanish capital city of Cusco, the mountain gateway to Machu Picchu, is a colonial jewel known for its many cathedrals, which serve as museums for many fine artworks and paintings. Several other Peruvian cities, such as Arequipa, Trujillo and Ayacucho, are also well worth a visit. Talented artisans gather in the city squares displaying gold and silver jewelry, alpaca clothing, wooden crafts and artwork. Along the coast are numerous huacas, stepped pyramid-shaped temples constructed for native deities from around 200 to 700 A.D.





**Clockwise from above:** Embassy customs and shipping are handled by, from left, Edmundo Sarmiento, Edith Rochabrun, Gonzalo Sanchez, Tere Alfaro, Flavio Palomino and Jose Mendoza; Peruvian horsemen participate in a competition on the outskirts of Lima; Eileen Callahan enjoys a moment with a colorfully dressed native in one of Cusco's narrow streets.



Ambassador Rose Likins presides over a large and programmatically diverse embassy. The more than 800 official American and Peruvian employees focus primarily on helping to consolidate democratic rule, promote economic growth in support of the poor and disadvantaged and confront narco-trafficking and terrorism. The free and open elections of 2006 marked the second orderly transition of power since democracy was restored in 2000. A high economic growth rate could widen the circle of those who will benefit from that growth. Hoping to capitalize on this positive trend, the embassy seeks to strengthen the Peru Trade Promotion Agreement and open Peruvian markets for U.S. exports.

The embassy is home to offices of the Foreign Agricultural Service, Foreign Commercial Service, Drug Enforcement Administration and other U.S. agencies, some with regional responsibilities. One of Latin America's largest U.S. Agency for International Development missions administers a program budget in excess of \$85 million with a focus on improving Peru's economic base and environmental

policies, and strengthening democracy, health institutions and alternative development programs.

Peru's economy, among the most dynamic in Latin America, continued to steam ahead in 2010 with an impressive growth rate of almost 9 percent, but major challenges remain with more than 30 percent of Peruvians still living in poverty, 13 percent in extreme poverty. To reduce poverty, USAID emphasizes trade-led economic growth and increased market access for micro, small and medium enterprises.

With the world's fourth largest tropical forest area, a new environment ministry, and climate change and water issues, Peru receives embassy assistance in these areas. The embassy also hosts a U.S. Navy Medical Research Unit, NAMRU-6, that identifies infectious disease threats of military relevance in Peru and surrounding countries. NAMRU-6 research facilities supplement local efforts by conducting observations of emerging diseases and helping develop the capability to effectively detect, control and prevent these diseases.



## Post of the Month



**Clockwise from left:** Built in 1674, the baroque Church of San Francisco is the most visited church in Lima; The Park of Love in the Miraflores district of Lima overlooks the Pacific Ocean; employees in the embassy leasing office are, from left, Chichi Crisanto, Jessica Olarescu, Claudia Rolando, Cecelia Cespedes and Marian Granadino.

One of Peru's greatest assets is its warm and friendly people. And the country is filled with interesting things to do and amazing places to explore. For some, the pace of big-city life can be challenging. But the Peruvian summer holiday months of December through April bring welcome relief from bleak weather and congested roadways. Sunny days chase away the winter blues, and Limeños flock to the many accessible beaches nearby.

With Incan and Spanish roots, as well as exposure in the 19th century to Japanese, African, Italian and European influences, Peruvian cuisine has rapidly become known as one of the most diverse and interesting in all of the Americas. Embassy personnel have access to a wide variety of world-class restaurants featuring international as well as Peruvian cuisine. Many Peruvian dishes include a variety of fresh fish or shellfish. Ceviche, perhaps the best known dish, is raw fish marinated in lemon juice and typically seasoned with chili. Peru also produces the Pisco sour cocktail made from locally distilled grapes mixed with citrus juice and egg

whites. For the more adventurous, there is the flavorsome roasted guinea pig, which some say tastes just like chicken.

In addition to the Peruvian cuisine, embassy families enjoy mountain trekking, hiking, world-class surfing, equestrian lessons and weekend getaways to the many beaches nearby. Annually, the mission conducts the "Embassy Games." Over four weekends, the staff competes in intramural sports including soccer, basketball, volleyball, tennis, ultimate Frisbee and even competitive Scrabble.

Embassy housing is generally very good. Cost-efficient apartments are becoming more commonplace, but personnel also live in detached houses. Apartments on the Malecón (boardwalk) in the Miraflores section of Lima often provide beautiful ocean and sunset views and easy access to jogging or biking routes, restaurants and shops.

Quality schooling is available. Among the popular choices are Colegio Roosevelt (the American School), the International Christian School and the Newton School, which has a Peruvian-Anglo curriculum. ■

*The author is a USAID officer who until recently was management counselor at the U.S. Embassy in Lima.*



The Rosa Nautica restaurant in Miraflores juts into the ocean.

## At a Glance >>>

## PERU



**Capital:** Lima

**Government type:** Constitutional republic

**Area:** 1.28 million sq. km.

**Comparative area:** Three times the size of California

**Population:** 29.1 million

**Official languages:** Spanish and Quechua (both official), other native languages

**GDP - per capita:** \$800

**Export commodities:** Copper, gold and zinc

**Export partners:** United States, China and Canada

**Import commodities:** Petroleum products, plastics and machinery

**Import partners:** United States, China and Ecuador

**Currency (code):** nuevo sol (PEN)

**Internet country code:** .pe

Source: Country Background Notes



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# Personnel Resource

Ombudsman aids Civil Service employees

/// By Shireen Dodson

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Congress in 1987 established the Office of the Ombudsman for Civil Service Employees because it saw the importance of the Department's Civil Service employees—42 percent of its workforce—but felt these employees had been overlooked by Department management and that there was a need for them to have greater equality of promotion, training and career enhancement opportunities. Further, the Foreign Service Act of 1980 aimed to strengthen the Department's Civil Service by creating a cadre of experienced specialists and managers who could provide essential continuity.

Most recently, the Department's Quadrennial Diplomacy and Development Review addresses Civil Service career enhancement and talent development.

Under the 1987 law, the Department's ombudsman must be a member of the Senior Executive Service who reports directly to the Secretary of State and participates in management meetings to "assure that the ability of Civil Service employees to contribute to the achievement of the Department's mandated responsibilities and the career interests of those employees are adequately represented."

An "ombudsman"—from the Swedish, meaning someone who has an ear to hear the people—is a term used worldwide to denote a senior official who aims to make a complex bureaucracy more efficient, fair and reasonable.

## Full-time Job

At the Department of State, the role of ombudsman was usually a collateral duty for an SES employee. When I was appointed in July 2009, however, I became the Department's first full-time Civil Service ombudsman.

We are a complex and far-flung organization that believes its people are its most important asset, but there are times when nearly all of its employees need assistance to solve work-related difficulties. Sometimes, these problems defy easy categorization in that they are not potential complaints to the Bureau of Human Resources, Office of the Inspector General or the employee's union or matters involving Equal Employment Opportunity. In such cases and when in doubt, it's best to call on the ombudsman. A litany of situations presented so far include telework, promotions, perceived bullying, Civil Service/Foreign Service tensions, office "reconfigurations" and senior-level promotion opportunities.

I also advise the Secretary and senior management on non-union, systemic issues affecting the Department's workforce, and this may lead to policy recommendations. My feedback to leadership may concern unintended and previously overlooked negative consequences arising from procedures and practice. My work involves addressing a variety of issues, including obtaining information regarding agency

policy, deleting red tape and uncovering evidence of prohibited personnel practices and workplace safety issues.

Through all of this, my goal is to facilitate and support a fair, equitable and nondiscriminatory workplace that ensures the essential well-being of the workforce, especially in matters where problems and people are likely to be overlooked.

## Several Resources

The Department already has several other resources for problem solving, especially for members of the Foreign Service. Thus, the ombudsman is not intended to duplicate the work of those involved with EEO matters or the work of the Bureau of Human Resources, Inspector General or unions, although I collaborate with those



PHOTOGRAPH: ED WARNER





Ombudsman Shireen Dodson has a smile for all who visit her office.

entities. The ombudsman's role is to be an independent, confidential, impartial and neutral office that expands and enhances problem-solving resources for the Civil Service, especially for employees needing to solve problems outside the Department's usual mechanisms.

As ombudsman, I must be a:

**Listener.** Often, employees use me as a sounding board to clarify issues, disentangle complicated situations and prioritize concerns.

**Information resource.** I provide access to applicable guidelines and

policies, and facilitate communication with other services or appropriate administrative units.

**Provider of options.** I may suggest several options and help employees evaluate the pros and cons.

**Role-player.** I'm available to discuss potential situations and role-play methods, approaches and strategies prior to a meeting, or suggest constructive approaches to difficult situations.

**Informal intervener.** With the employee's permission, I can act as an intermediary to clarify issues and initiate problem-solving solutions, including facilitating a mediation session.

**Trend recorder and analyst.** I periodically report to management on the Department's problem areas and trends, so

that such issues can be addressed through policies and procedures.

Although my office is temporarily co-located with the Office of Civil Rights, contact with my office does not affect the filing of an EEO complaint or a formal grievance. Employees should also be mindful that contacting my office does not affect the deadlines associated with the EEO or other grievance process.

I look forward to serving Civil Service employees in a dependable, risk-free environment marked by strict confidentiality and reason. I am in Room 7428 of the Harry S Truman building and may be reached on (202) 647-9387. Please do not hesitate to get in touch. ■

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*The author is the Department's ombudsman.*

# Taking Control

Director General Nancy J. Powell has challenged all members of the Foreign Service and Civil Service to become active managers of their work and careers. Following are some suggestions on how Foreign Service and Civil Service employees can meet this challenge.

## Knowledge

First, employees are encouraged to acquire knowledge. Employees should review sources such as the Work Requirements Statement for Foreign Service or the Work Commitments (Critical Performance Element 1) for the Civil Service. These documents define the work an employee must contribute to the functioning of his or her embassy or bureau. The supervisor writes the statement with the employee's participation. Employees should take the opportunity to clarify each component of the work requirements/commitments with their supervisor, ensuring they share a mutual understanding of this important document. Another information source is the Mission or Bureau Strategic Resource Plan. Employees should read whichever is applicable, or at least the overview and goal papers that apply to the employee's specific job.

For Foreign Service employees, another source is the Core Precepts, also called the "Decision Criteria for Tenure and Promotion in the Foreign Service." These state the competencies essential to a successful Foreign

Service career. Since they are developed to reflect the priorities of the Department and the skills it seeks, Civil Service employees are also encouraged to become familiar with these principles and consider how they apply to the Critical Performance Elements 2–5 described below. The six categories of competencies for the Foreign Service are

- Leadership Skills,
- Management Skills,
- Interpersonal Skills,
- Communication and Foreign Language Skills,
- Intellectual Skills and
- Substantive Knowledge.

The Core Precepts distinguish between the behaviors expected of employees at the entry level, mid-level or senior level. The level at which an employee demonstrates these competencies will largely determine his or her success and rate of advancement. The Human Resources Bureau's HR Portal/Offices/Performance Evaluation lists valuable links on performance management.

For Civil Service employees, an information source is the Critical Performance Elements 2–5 (Competencies). These performance elements, part of the Civil Service performance evaluation process, are competency based, as are the Core Precepts, and describe how an employee performs work. Supervisor Competencies are

- Demonstrates Leadership and Achieves

Organizational Results,

- Manages Performance and Resources,
  - Problem Solving and Initiative and
  - Teambuilding and Communication.
- Non-Supervisor Competencies are
- Achieves Organizational Results,
  - Demonstrates Job Knowledge,
  - Participation and Teamwork and
  - Interpersonal Skills and Communication.

Two other good sources of information are the ethics rules and Equal Employment Opportunity principles. New employees must complete the Orientation to Ethics training within 90 days of employment. Thereafter, employees may need to complete ethics training annually, depending on their position. Employees are encouraged to learn the rules on gifts; conflicts of interest; outside activities; use of government position, information and property; and political activity.

The Office of Civil Rights provides a presentation on EEO principles that govern the interaction of Foreign and Civil Service employees with other employees, including Locally Employed Staff. Employees may not discriminate against colleagues on the basis of race, color, sex or gender, religion, age, disability, national origin, reprisal or sexual orientation. The office's PowerPoint also explains the prohibition against sexual harassment. The HR Portal/Employee Relations/Conduct and Suitability has useful information on this and other topics, including disciplinary procedures and rules relating to personal misconduct, such as workplace or domestic violence.

## Communication

Step two is for employees to engage in an ongoing communication process with supervisors. Employees should focus on making sure they understand work requirements/commitments the same way the supervisor does and that the supervisor and employee communicate clearly about the employee's skill level. Employees should never hesitate to ask questions; for example, about the amount of independent versus directed action expected of the employee in relation to supervisor guidance. Members of the Foreign Service should make certain they and their supervisor share an understanding of the Core



HR stresses performance management /// By J. Marinda Harpole



Precepts for the employee's rank and how they apply to the Work Requirements Statement.

Civil Service employees should be sure to understand all of the Critical Performance Elements and what is expected of them. Thus, employees should discuss each Element with their supervisor to make sure both are on the same page. Employees and supervisors should also work together to establish training and development needs and agree upon how they will be met, bring ethical challenges or conduct issues to the supervisor's attention and discuss possible solutions and schedule future discussions of performance, not simply discuss work at the beginning of the performance year.

Supervisors will recognize that making this communication happen constitutes a major part of their supervisory duties. Shifting to the performance management paradigm does not lessen these duties; it empowers and encourages the rated employee to initiate the discussions and/or participate actively in any process initiated by the supervisor.

## Planning

Step three is to make a plan that reflects how the employee will perform his or her work throughout the year so as to fulfill work responsibilities and highlight competencies according to the Core Precepts or Critical Performance Elements. The plan should match individual work responsibilities with strategic goals and the competencies the employee needs to demonstrate. One strategy for each employee is to think of how he or she can perform the work so as to demonstrate contributions to the mission or bureau plan. Another strategy is for each employee to set up a performance journal to track accomplishments. For each accomplishment, record why it matters to the mission or bureau and what actions the employee took within the office and the mission/bureau as a whole to achieve strategic goals. These actions should show the employee's leadership, managerial competencies and operational effectiveness.

The Foreign Service selection boards make clear that Foreign Service employees will not be promoted simply for doing what they are expected to do, but rather for operating at the next level of competency.

Other planning tips for employees include

- Consider special responsibilities/special projects as opportunities to show higher-level competencies, but don't fail to take care of daily duties; and
- Discuss plans for executing the job with the supervisor and ask for feedback. ■

*The author is a program officer in the Office of Performance Evaluation of the Bureau of Human Resources.*

## Suggested FS Performance Management Schedule

March 15 – April 15.....	Final performance review Read/Review documents to expand knowledge base Complete ePerformance training
April 15 – May 15 .....	Open new performance journal Prepare EERs Suggest revisions of WRS for next year
May 15 – June 15 .....	Clarify WRS, Strategic Goals, Precepts with Supervisor Schedule Performance Reviews with Supervisor Draw up plan for executing requirements
June 15 – July 15.....	1st performance review, including ethical & conduct issues
October 15 – November 15.....	2nd performance review
January 15 – February 15.....	3rd performance review; suggest modification of WRS as needed
February 15 – April 15 .....	Complete Special Responsibilities; make sure performance journal is up to date and detailed

## Suggested CS Performance Management Schedule

June – July .....	Supervisors conduct Mandatory Mid-Year Performance Reviews Discuss progress/deficiencies/expectations, adjust plan if necessary, and identify developmental opportunities
November .....	Prepare accomplishments and provide to supervisor
December .....	Complete ePerformance training
January .....	Establish performance plans with supervisor Discuss expectations, developmental opportunities
January – Mid-February .....	Supervisor completes performance appraisals for prior year Discuss overall performance with supervisor





## Foreign Service promotion statistics released

*/// By Monica Bradley*

The Bureau of Human Resources has compiled the 2010 Foreign Service Selection Board results by class and cone for generalists and specialists. The resulting data show promotion numbers and rates and the average time-in-class and time-in-service levels for each competition group.

The bureau also compared the current promotion rates with 2009 and the most recent five-year average (2005–2009). The overall promotion rate for all eligible Foreign Service employees for 2010 was 24 percent, the same as in 2009 and 2 percent less than the five-year average rate.

The primary factor in determining the number of promotion opportunities is service need. The methodology used to make recommendations to the Director General for promotion opportunities is based on position requirements and the number of estimated personnel. A computer model simulates the movement of employees through the Foreign Service career system over a multi-year period and averages the results, typically for three to five years, closing the gap between positions and personnel and avoiding the dramatic year-to-year swings in promotion opportunities that would occur were the Department to try to promote the exact number of employees every year to fill projected gaps.

### Generalists

Overall, promotion rates for eligible Foreign Service generalists slightly decreased from 32.7 percent in 2009 to 31.2 percent in 2010. Promotion rates into and within the Senior Foreign Service held steady, with a slight increase over the five-year average (15.6 percent in 2010 vs. the five-year average of 14.9 percent).

The number of promotions and the promotion rate from FS02 to FS01 were 172 and 19 percent, respectively, in 2010. While the promotion rate was the same in 2009, there were eight more promotions in 2010. This was higher than the five-year average (160 and 18 percent).

At 42.7 percent, the FS03-to-FS02 promotion rate was slightly lower than the 45.6 percent rate of 2009, representing four fewer promotion opportunities (286 vs. 290). However, this was still higher than the five-year average number of promotions (231).

Generalist promotions from FS04 to FS03 decreased from 359 in 2009 to 324 in 2010 and were lower than the five-year average of 359 promotions. The 2010 promotion rate decreased to 63.4 percent from 67.2 percent in 2009.

Classwide promotion numbers and rates remained stable in 2010 with 150 promotions and a 7 percent promotion rate, compared to 151 and a 7 percent rate in 2009. However, the 2010 number and rate were lower than the five-year average of 174 and 9 percent. In 2005, the Department started offering generalists classwide promotions at the O3 to O2, O2 to O1, O1 to OC and OC to MC levels in addition to promotion opportunities offered in job cones. To derive the data, overall opportunity is determined for each grade level, and the numbers are then divided between classwide and conal promotions. Over the first five years of this new initiative, employees in all generalist skill codes have done well classwide at one time or another at the various grades.

### Specialists

As in previous years, Foreign Service specialist promotions varied by class and skill group. In 2010, 17 percent of all eligible specialists were promoted—1 percent more than in 2009, but 2 percent less than the five-year average. This is partly due to the elimination of staffing gaps for several skill groups at the more senior levels. The 2010 promotion numbers for many specialist groups were above the 2009 levels, but some were lower than the five-year average.

The facilities manager skill group underwent a classification review that led to a number of positions being upgraded. This opened up promotion opportunities at all levels. In 2010, 35 facility managers (28.5 percent of all eligibles) were promoted, compared to 16 (17.0 percent) in 2009. This was also a higher level than the five-year average of 19 (25.1 percent).

In 2010, the number of Foreign Service health practitioner positions increased at the higher grades, causing an increased number of promotion opportunities. In 2009, 91 percent of the eligibles were promoted (six promotions overall). In 2010, the rate increased to 19.4 percent (13 promotions). The 2010 number and rate were also higher than the five-year average of 9.7 percent and five promotions.

### Summary

As the Department acts to address the many complex challenges it faces, its leaders remain mindful that people are the Department's most important asset and that their willingness to accept difficult assignments and tough tasks is what moves the Department's diplomatic agenda forward. The Bureau of Human Resources will continue to ensure that advancement opportunities are provided to all, based on employees' performance and service needs.

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*The author is a management analyst in the Bureau of Human Resources.*

# Slight Changes

Number Completed  
Number Promoted  
Percent Completed Promoted  
Avg Time-in-Class of C Completed  
Avg Time-in-Class of Promotees  
Avg Length of Service C Completed  
Avg Length of Service Promotees

**GENERALIST FECM to FECM**

CLASSWIDE MANAGEMENT	25	0	0.0	6.3	0.0	29.2	0.0
CLASSWIDE CONSULAR	21	2	9.5	6.7	6.5	31.7	30.4
CLASSWIDE ECONOMIC	36	0	0.0	6.6	0.0	29.7	0.0
CLASSWIDE POLITICAL	53	3	5.7	6.6	7.5	29.1	29.1
CLASSWIDE PUBLIC DIPLOMACY	28	0	0.0	6.6	0.0	29.2	0.0
CLASSWIDE FINANCE	1	0	0.0	8.3	0.0	24.2	0.0
CLASSWIDE INFO TECH MNGR	3	0	0.0	5.9	0.0	25.7	0.0
CLASSWIDE PSYCHIATRIST	2	0	0.0	8.6	0.0	18.8	0.0
CLASSWIDE MEDICAL OFFICERS	11	0	0.0	9.3	0.0	20.4	0.0
<b>CLASSWIDE TOTAL</b>	<b>180</b>	<b>5</b>	<b>2.8</b>	<b>6.8</b>	<b>7.1</b>	<b>28.8</b>	<b>29.6</b>

**GENERALIST FEOC to FECM**

CLASSWIDE MANAGEMENT	38	1	2.6	3.9	3.5	24.2	24.8
CLASSWIDE CONSULAR	39	3	7.7	4.0	4.5	26.6	24.4
CLASSWIDE ECONOMIC	55	6	10.9	4.1	4.7	25.3	26.3
CLASSWIDE POLITICAL	69	2	2.9	4.0	4.5	26.1	27.0
CLASSWIDE PUBLIC DIPLOMACY	40	1	2.5	3.8	2.5	24.0	18.3
CLASSWIDE TOTAL	241	13	5.4	4.0	4.4	25.4	25.2
MANAGEMENT	37	7	18.9	3.9	4.1	24.1	22.0
CONSULAR	36	5	13.9	4.0	5.1	26.8	28.4
ECONOMIC	49	6	12.2	4.1	4.4	25.2	23.3
POLITICAL	67	7	10.4	4.0	3.7	26.1	23.2
PUBLIC DIPLOMACY	39	8	20.5	3.9	4.4	24.1	24.5
FUNCTIONAL TOTALS	228	33	14.5	4.0	4.3	25.4	24.1
<b>COMBINED TOTALS</b>	<b>241</b>	<b>46</b>	<b>19.1</b>	<b>4.0</b>	<b>4.3</b>	<b>25.4</b>	<b>24.4</b>

**GENERALIST FSO1 to FEOC**

CLASSWIDE MANAGEMENT	65	1	1.5	5.5	6.7	21.3	24.7
CLASSWIDE CONSULAR	57	2	3.5	5.9	4.7	22.4	18.6
CLASSWIDE ECONOMIC	96	3	3.1	5.8	6.0	22.4	20.9
CLASSWIDE POLITICAL	138	17	12.3	6.1	5.4	22.3	20.8
CLASSWIDE PUBLIC DIPLOMACY	74	0	0.0	6.1	0.0	20.4	0.0
CLASSWIDE TOTAL	430	23	5.3	5.9	5.5	21.9	20.8
MANAGEMENT	64	16	25.0	5.5	5.6	21.3	21.2
CONSULAR	55	11	20.0	5.9	5.1	22.6	21.3
ECONOMIC	93	7	7.5	5.8	6.6	22.4	22.4
POLITICAL	121	11	9.1	6.2	6.4	22.5	21.2
PUBLIC DIPLOMACY	74	14	18.9	6.1	6.0	20.4	19.0
FUNCTIONAL TOTALS	407	59	14.5	6.0	5.9	21.9	20.9
<b>COMBINED TOTALS</b>	<b>430</b>	<b>82</b>	<b>19.1</b>	<b>5.9</b>	<b>5.8</b>	<b>21.9</b>	<b>20.8</b>

Number Completed  
Number Promoted  
Percent Completed Promoted  
Avg Time-in-Class of Completed  
Avg Time-in-Class of Promotees  
Avg Length of Service Completed  
Avg Length of Service Promotees

**GENERALIST FSO2 to FSO1**

CLASSWIDE MANAGEMENT	129	1	0.8	4.7	4.7	13.6	12.3
CLASSWIDE CONSULAR	209	9	4.3	5.0	5.1	15.2	14.6
CLASSWIDE ECONOMIC	233	21	9.0	5.5	5.7	15.4	15.3
CLASSWIDE POLITICAL	260	17	6.5	5.6	6.7	15.1	16.1
CLASSWIDE PUBLIC DIPLOMACY	74	0	0.0	3.8	0.0	12.5	0.0
CLASSWIDE TOTAL	905	48	5.3	5.1	5.9	14.8	15.4
MANAGEMENT	128	33	25.8	4.7	5.9	13.6	15.4
CONSULAR	200	21	10.5	5.0	6.6	15.2	18.1
ECONOMIC	212	26	12.3	5.4	6.3	15.5	16.6
POLITICAL	243	19	7.8	5.5	7.8	15.0	17.9
PUBLIC DIPLOMACY	74	25	33.8	3.8	4.1	12.5	11.9
FUNCTIONAL TOTALS	857	124	14.5	5.1	6.0	14.7	15.8
<b>COMBINED TOTALS</b>	<b>905</b>	<b>172</b>	<b>19.0</b>	<b>5.1</b>	<b>6.0</b>	<b>14.8</b>	<b>15.7</b>

**GENERALIST FSO3 to FSO2**

CLASSWIDE MANAGEMENT	116	7	6.0	3.4	2.6	8.3	7.5
CLASSWIDE CONSULAR	136	13	9.6	4.2	3.7	9.3	8.4
CLASSWIDE ECONOMIC	151	19	12.6	3.8	3.9	8.2	8.1
CLASSWIDE POLITICAL	146	16	11.0	3.5	3.0	8.0	7.2
CLASSWIDE PUBLIC DIPLOMACY	121	11	9.1	3.3	3.3	7.8	7.8
CLASSWIDE TOTAL	670	66	9.9	3.7	3.4	8.3	7.8
MANAGEMENT	109	48	44.0	3.5	3.3	8.3	7.8
CONSULAR	123	40	32.5	4.2	3.6	9.4	8.5
ECONOMIC	132	38	28.8	3.7	3.6	8.2	8.1
POLITICAL	130	57	43.8	3.6	3.5	8.1	8.0
PUBLIC DIPLOMACY	110	37	33.6	3.3	3.4	7.8	7.9
FUNCTIONAL TOTALS	604	220	36.4	3.7	3.5	8.4	8.1
<b>COMBINED TOTALS</b>	<b>670</b>	<b>286</b>	<b>42.7</b>	<b>3.7</b>	<b>3.5</b>	<b>8.3</b>	<b>8.0</b>

**GENERALIST FSO4 to FSO3**

CLASSWIDE MANAGEMENT	99	65	65.7	2.6	2.3	4.5	4.6
CLASSWIDE CONSULAR	106	66	62.3	2.7	2.4	4.6	4.6
CLASSWIDE ECONOMIC	88	52	59.1	2.5	2.4	4.4	4.4
CLASSWIDE POLITICAL	101	69	68.3	2.6	2.7	4.6	4.8
CLASSWIDE PUBLIC DIPLOMACY	117	72	61.5	2.3	2.1	4.4	4.4
<b>CLASSWIDE TOTAL</b>	<b>511</b>	<b>324</b>	<b>63.4</b>	<b>2.5</b>	<b>2.4</b>	<b>4.5</b>	<b>4.6</b>



	Number Completed	Number Promoted	Percent Completed Promoted	Avg Time-in-Class of Completed	Avg Time-in-Class of Promotees	Avg Length of Service Completed	Avg Length of Service Promotees
<b>SPECIALIST FEOC to FEMC</b>							
FINANCE	3	0	00	3.8	00	206	00
HUMAN RESOURCES	1	0	00	3.5	00	293	00
GENERAL SERVICES	1	0	00	3.5	00	273	00
INFO TECH MNGR	10	1	100	4.2	5.5	266	230
DIPLOMATIC COUR	1	0	00	2.5	00	172	00
PSYCHIATRIST	4	0	00	4.3	00	93	00
SECURITY OFF	33	1	30	3.8	3.5	239	218
CONSTR ENGR	3	0	00	3.5	00	226	00
ENGLISH LANG PGMS	1	0	00	4.6	00	261	00
INFO RESOURCES	1	0	00	3.5	00	337	00
MEDICAL OFFICERS	8	2	250	3.9	3.5	104	114
HEALTH PRACTITIONER	1	0	00	3.5	00	275	00
<b>FUNCTIONAL TOTALS</b>	<b>67</b>	<b>4</b>	<b>6.0</b>	<b>3.9</b>	<b>4.0</b>	<b>21.9</b>	<b>16.9</b>

<b>SPECIALIST FS01 to FEOC</b>							
FINANCE	15	0	00	7.3	00	198	00
HUMAN RESOURCES	10	0	00	6.4	00	239	00
GENERAL SERVICES	7	0	00	4.7	00	192	00
INFO TECH MNGR	21	4	190	4.5	5.2	229	234
DIPLOMATIC COUR	2	0	00	4.2	00	187	00
PSYCHIATRIST	2	1	500	5.3	5.5	5.3	5.5
SECURITY OFF	51	10	196	4.5	4.9	234	23.2
SECURITY ENGINEER	9	1	111	5.5	3.7	229	21.8
CONSTR ENGR	8	2	250	5.2	5.7	150	14.4
FACILITIES MAINT	7	1	14.3	6.7	5.7	167	181
ENGLISH LANG PGMS	3	0	00	7.2	00	214	00
INFO RESOURCES	2	0	00	9.2	00	164	00
MEDICAL OFFICERS	6	2	33.3	5.8	6.9	5.8	6.9
HEALTH PRACTITIONER	4	1	250	6.2	6.7	202	19.5
<b>FUNCTIONAL TOTALS</b>	<b>147</b>	<b>22</b>	<b>15.0</b>	<b>5.4</b>	<b>5.3</b>	<b>20.7</b>	<b>19.7</b>

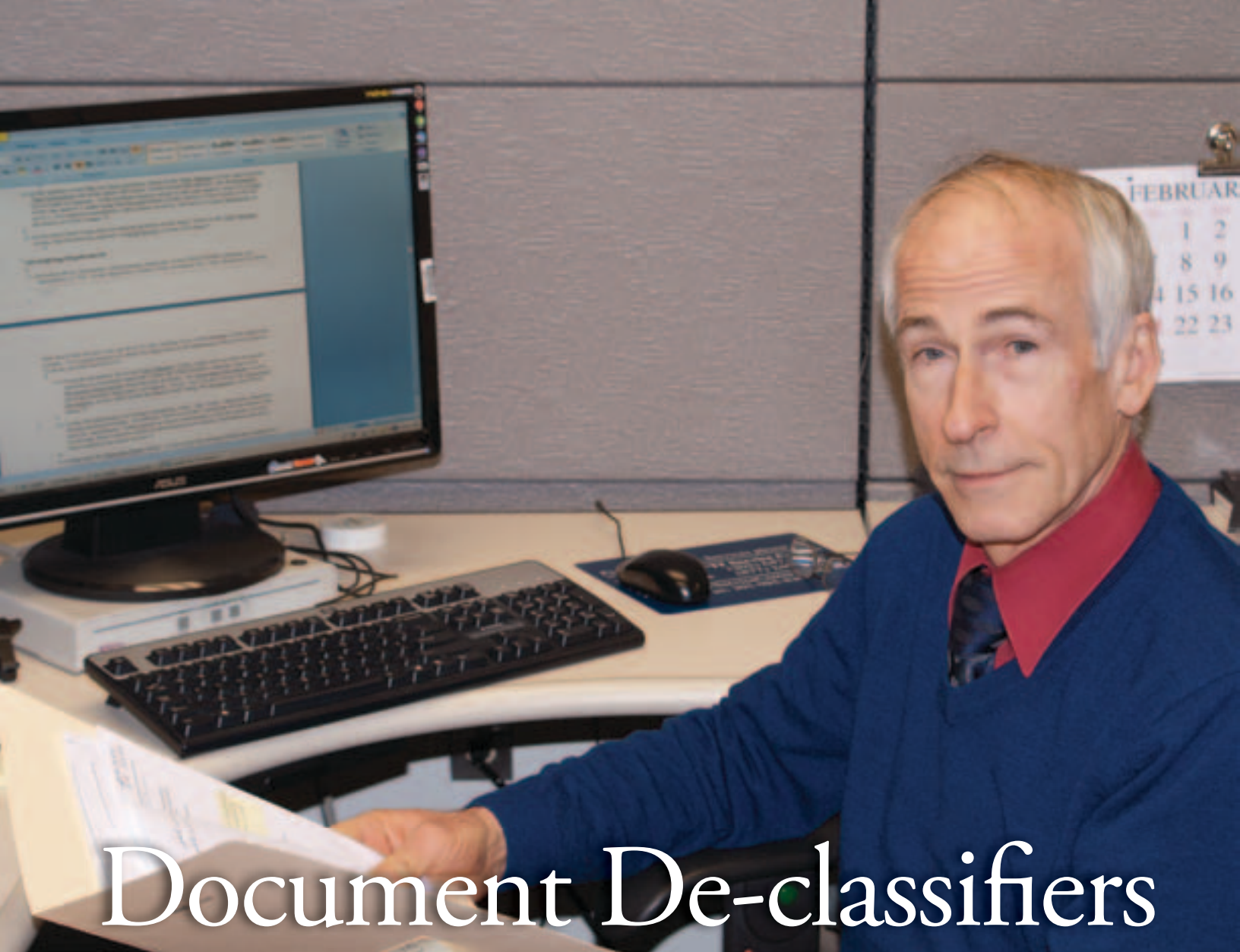
<b>SPECIALIST FS02 to FS01</b>							
FINANCE	57	5	8.8	5.9	5.7	101	9.2
HUMAN RESOURCES	18	4	22.2	3.9	4.5	136	9.7
GENERAL SERVICES	23	3	13.0	4.9	6.4	156	17.6
INFO TECH MNGR	183	9	4.9	6.5	5.4	194	17.9
DIPLOMATIC COUR	6	1	16.7	5.7	2.7	187	10.9
SECURITY OFF	228	19	8.3	5.6	6.9	160	18.5
SECURITY ENGINEER	53	3	5.7	6.8	3.7	141	11.0
CONSTR ENGR	4	4	100.0	3.5	3.5	8.9	8.9
FACILITIES MAINT	16	4	25.0	4.6	6.5	141	15.0
ENGLISH LANG PGMS	10	0	00	4.8	00	9.3	00
INFO RESOURCES	9	1	11.1	5.1	7.7	9.7	16.8
MEDICAL TECH	2	0	00	10.7	00	30.3	00
HEALTH PRACTITIONER	25	3	12.0	5.7	6.4	11.0	12.6
<b>FUNCTIONAL TOTALS</b>	<b>634</b>	<b>56</b>	<b>8.8</b>	<b>5.9</b>	<b>5.8</b>	<b>15.8</b>	<b>15.1</b>

	Number Completed	Number Promoted	Percent Completed Promoted	Avg Time-in-Class of Completed	Avg Time-in-Class of Promotees	Avg Length of Service Completed	Avg Length of Service Promotees
<b>SPECIALIST FS03 to FS02</b>							
FINANCE	35	10	28.6	4.3	4.6	44	4.9
HUMAN RESOURCES	13	7	53.8	3.0	2.7	7.3	7.4
GENERAL SERVICES	63	9	14.3	5.4	5.6	10.7	10.7
INFORMATION MGMT	237	19	8.0	5.6	5.6	12.5	11.4
INFO MGMT TECH	56	4	7.1	5.3	8.2	9.8	8.0
DIPLOMATIC COUR	9	0	00	7.0	00	150	00
SECURITY OFF	384	41	10.7	4.6	5.9	9.4	10.4
SECURITY ENGINEER	18	7	38.9	3.2	2.7	7.6	7.5
SECURITY TECHNICIAN	24	0	00	4.1	00	10.2	00
CONSTR ENGR	8	5	62.5	3.5	3.3	6.7	6.6
FACILITIES MAINT	43	11	25.6	5.1	6.6	10.4	12.4
ENGLISH LANG PGMS	4	2	50.0	3.4	3.8	3.4	3.8
INFO RESOURCES	3	1	33.3	4.9	7.3	4.9	7.4
MEDICAL TECH	6	0	00	8.4	00	17.5	00
HEALTH PRACTITIONER	37	9	24.3	4.9	6.4	4.9	6.5
OFFICE MGMT SPEC	20	0	00	4.4	00	26.3	00
<b>FUNCTIONAL TOTALS</b>	<b>960</b>	<b>125</b>	<b>13.0</b>	<b>4.9</b>	<b>5.4</b>	<b>10.3</b>	<b>9.3</b>

<b>SPECIALIST FS04 to FS03</b>							
HUMAN RESOURCES	18	9	50.0	3.1	3.4	7.7	7.7
GENERAL SERVICES	54	20	37.0	3.2	3.5	4.9	5.9
INFORMATION MGMT	269	40	14.9	5.2	5.9	7.2	7.8
INFO MGMT TECH	30	9	30.0	3.6	4.7	5.1	6.3
DIPLOMATIC COUR	42	3	7.1	5.7	2.0	9.6	4.5
SECURITY OFF	221	98	44.3	2.3	2.5	4.9	5.0
SECURITY ENGINEER	21	12	57.1	2.1	1.8	3.4	3.5
SECURITY TECHNICIAN	53	7	13.2	4.7	4.2	7.5	6.8
CONSTR ENGR	8	3	37.5	2.2	2.7	2.2	2.7
FACILITIES MAINT	57	19	33.3	3.9	5.2	4.0	5.2
OFFICE MGMT SPEC	105	10	9.5	5.0	8.9	19.1	24.5
<b>FUNCTIONAL TOTALS</b>	<b>878</b>	<b>230</b>	<b>26.2</b>	<b>4.0</b>	<b>3.8</b>	<b>7.6</b>	<b>6.5</b>

<b>SPECIALIST FS05 to FS04</b>							
OFFICE MGMT SPEC	181	29	16.0	4.1	7.8	12.2	18.6
<b>FUNCTIONAL TOTALS</b>	<b>181</b>	<b>29</b>	<b>16.0</b>	<b>4.1</b>	<b>7.8</b>	<b>12.2</b>	<b>18.6</b>

<b>SPECIALIST FS06 to FS05</b>							
OFFICE MGMT SPEC	224	62	27.7	4.3	5.1	6.2	7.3
<b>FUNCTIONAL TOTALS</b>	<b>224</b>	<b>62</b>	<b>27.7</b>	<b>4.3</b>	<b>5.1</b>	<b>6.2</b>	<b>7.3</b>



# Document De-classifiers

**I**n 1983, one Foreign Service officer who quit just before facing mandatory retirement vowed he'd never return. But, shortly thereafter, he returned as a temporary staffer of the then Foreign Affairs Information Center—and launched a whole new, rewarding career.

He joined a team of retired FSOs—about 150 today—who review State Department documents for public release under several programs, particularly the 1966 Freedom of Information Act. They also review 25-year-old documents. Both programs have grown dramatically and become more visible, especially since the President's 2009 Memorandum on Transparency and Open Government, which affirmed the new Administration's commitment to achieving an “unprecedented level of openness in government.” State Department documents are among the most demanded of the Executive Branch and besides genealogical records, are the most heavily used records at the National Archives.

The extensive experience of recently retired FSOs dovetails nicely with the Department's need for often complex decisions on the public release of once and possibly still, sensitive information. The Department's review process has been centralized in the Department's Office of Information Programs and Services. The

reviewers may be called “de-classifiers”, but that is only part of it; the FOIA lists eight other bases for withholding information that the reviewers have to intimately know and work with. In IPS, this delicate review of historically important State Department documents is primarily done by retired FSOs serving on When Actually Employed (part-time) status.

The document review function is done by two IPS divisions: one for review of mostly contemporary documents, including responses to FOIA requests, and the Systematic Review Program for review of historically significant documents.

Unlike most other agencies, the Department has for decades had a program for historical document review with a 25-year time frame to coincide with production of the Foreign Relations of the United States. Even before the 1995 Executive Order on automatic declassification, the Department had been chipping away at its Mt. Everest of older documentation, striving to make public as much of the diplomatic record as possible. SRP data for fiscal year 2010 indicate that, of some 2.5 million paper record pages reviewed, only about 2 percent were withheld, while approximately 80 percent are going to the National Archives to be processed for release for public research. The rest will go to other agencies for review of their material.

Retired FSOs find second career /// *By George H. Thigpen*



**Left:** Richard Haynes examines a document. He retired as consul general at the U.S. Embassy in Manila. **Right:** Duane Sams takes a break from his document evaluation work. He retired as deputy chief of mission in Liberia. **Below:** Paul Blackburn scrutinizes a document being considered for release. He retired as director of public diplomacy in the Bureau of East Asian and Pacific Affairs.



The WAE reviewers work with coherence and efficiency. They make decisions concerning events of historical importance. Their reasons for undertaking the work are diverse. One, inspired by his recently graduated son, found that the job provided the money to go to law school. He graduated with honors and has remained as a WAE in A/GIS/IPS doing what he knows and respects.

Another reviewer, who has worked in the program about four years, said he used the extra income to remodel his home. A third, retired from the U.S. Agency for International Development after an exhausting overseas contract in Venezuela, said he liked doing declassification because he didn't want to travel but was still a confirmed "foreign affairs buff."

The task involves camaraderie. For instance, three reviewers in a State Department annex found themselves joking when the WikiLeaks documents hit the press. "These guys are trying to steal our jobs," said one. But they evinced no defeatism. Instead there was a strong feeling of personal affront—and unanimity—that WikiLeaks demonstrated just how important their work is. "We are doing what our Foreign Service experience prepared us for in a field we still know," one de-classifier said.

WAEs doing declassification develop professionally and personally rewarding experiences, with added

benefits such as interaction with former colleagues, access to the international community, and schedule flexibility. Some FSOs find for the first time in their Foreign Service experience a sense of permanence and community, where colleagues are missed when they die, often while still serving in WAE roles.

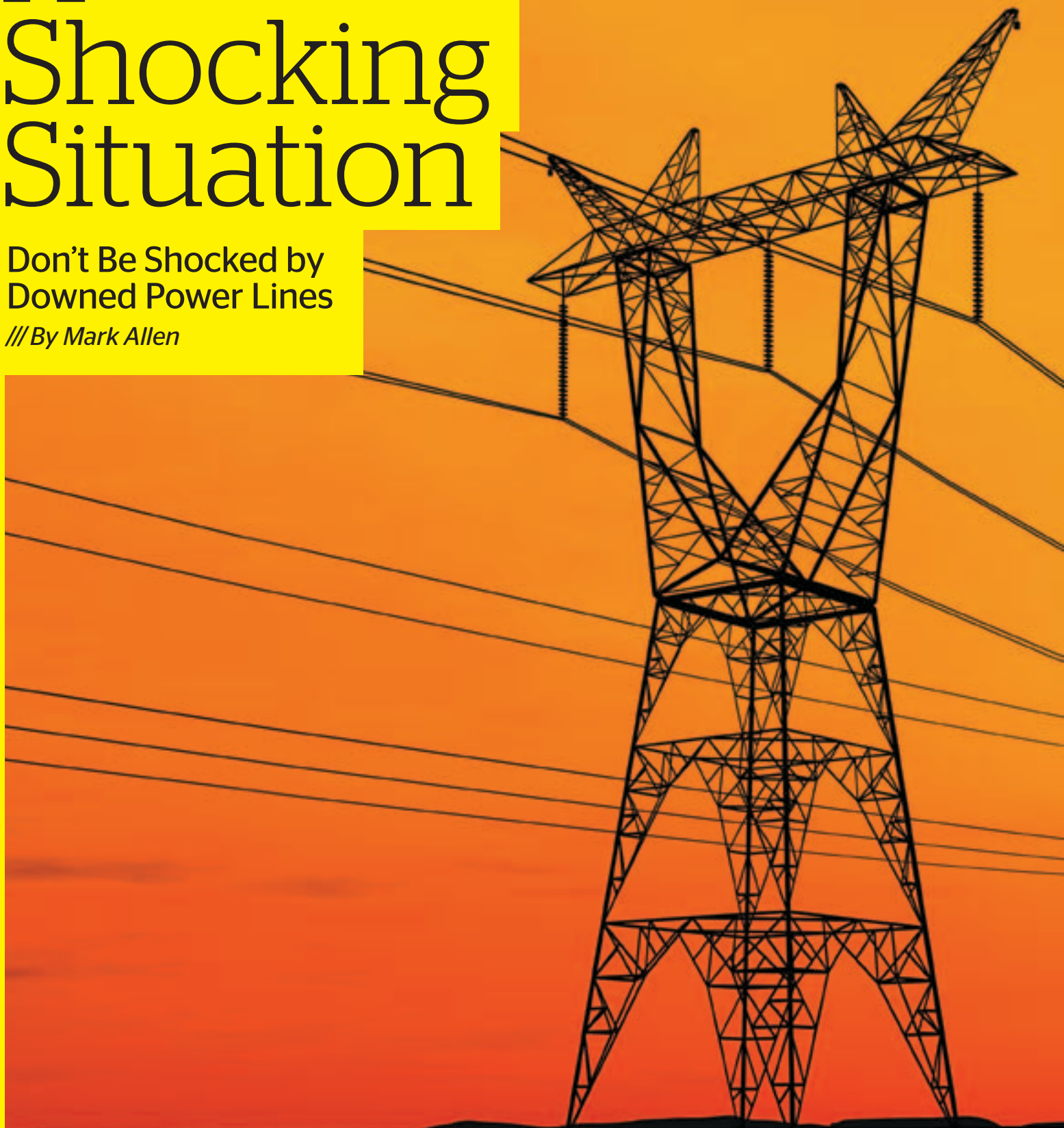
For more information, or to join the effort, contact Keith Marsh, senior admin officer and WAE coordinator at (202) 261-8593 or (202) 409-9284. ■

*The author is a retired FSO who works in the program.*

# A Shocking Situation

Don't Be Shocked by  
Downed Power Lines

*/// By Mark Allen*





When driving in inclement weather or in the aftermath of a disaster, you should be prepared for the possibility of encountering downed power lines. Windstorms, hurricanes, tornadoes and earthquakes will likely result in downed lines. Especially dangerous are ice storms, which weigh down power lines, causing the poles to snap and wires to end up on roadways. You must assume downed lines to be energized and dangerous.

If a power line falls on your car while you are driving, there are a few important rules to remember. First and foremost, never assume that the power line is de-energized just because you do not see sparks. Always consider the power lines to be live and deadly. Remain calm, stay in the car and wait for help to arrive. Live power lines lying across your car will energize the vehicle. When you remain in the vehicle you are safe because you are not part of the electricity's path to ground. Stay in the car and call for help with your cell phone. Do not get out of the vehicle until the local power company workers arrive and tell you it is safe to get out.

If people approach to help, tell them to stay away. If you do not have a cell phone, ask them to call for help. Warn anyone approaching not to touch the vehicle, as they will become the path to ground and can be electrocuted.

If there is a fire or other life-threatening situation, you will need to jump clear of the car. Do not just step out. The point of jumping clear is to prevent any part of your body from touching the car metal and the ground at the same time. Having contact with the car and the ground directs the electricity through your body, resulting in a shock or possible electrocution. When jumping clear, keep your arms folded across your chest or tight against your body and land with your feet together.

After jumping clear, shuffle farther away from the car by taking small steps, keeping your feet in contact with each other and the ground. Move at least 50 feet in this manner before resuming normal walking. Electricity passing through the ground forms rings around the source of energy, in this case the downed power line. The voltage in the rings decreases as the distance increases from the power source. When you run or walk away from the car, you can "bridge" from a higher voltage ring to a lower voltage ring. The difference in voltage potential causes electricity to flow through your body and can result in a shock or more severe injury.

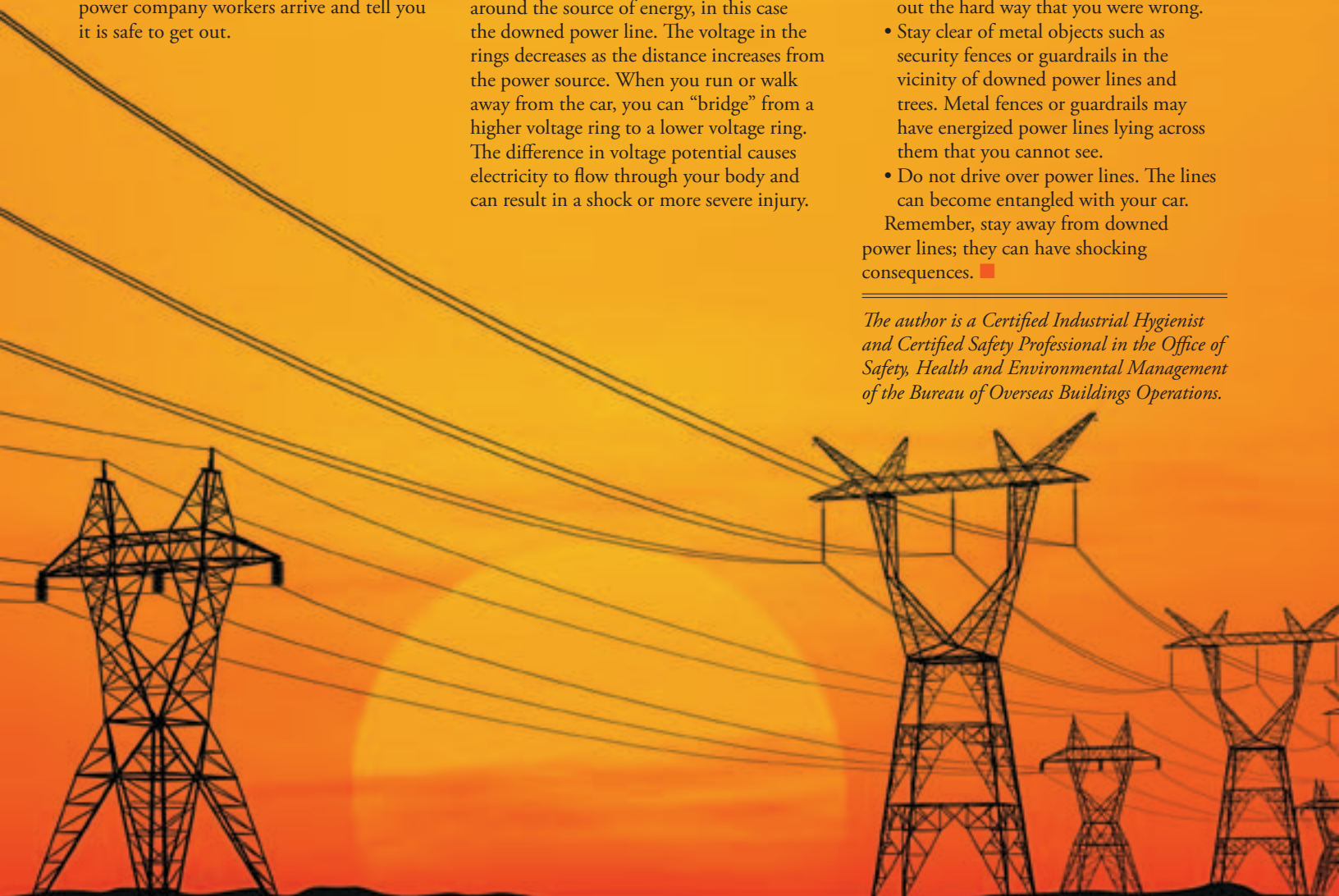
Other safety precautions you should take if you come across a downed power line:

- Maintain a 30-foot distance from the line and any nearby puddles. Even without direct contact, the line can shock you because it has energized the surrounding ground and puddles.
- Do not walk under downed or sagging power lines or under trees that have downed power lines in the branches.
- Do not try to remove any fallen tree limbs or branches that have power lines entangled in them.
- Do not try to move a downed power line. Even using wood, such as a 2x4 or broomstick, can result in a dangerous shock or electrocution since any moisture on the wood can conduct electricity. Leave the line for the professionals to move.
- Assume all downed lines and wires are energized. Do not try to differentiate between cable TV lines, telephone lines and power lines. You do not want to find out the hard way that you were wrong.
- Stay clear of metal objects such as security fences or guardrails in the vicinity of downed power lines and trees. Metal fences or guardrails may have energized power lines lying across them that you cannot see.
- Do not drive over power lines. The lines can become entangled with your car.

Remember, stay away from downed power lines; they can have shocking consequences. ■

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*The author is a Certified Industrial Hygienist and Certified Safety Professional in the Office of Safety, Health and Environmental Management of the Bureau of Overseas Buildings Operations.*



# Rhyme and Reason

Poet kicks off 2011 Cultural Series /// By John Bentel

The Foreign Affairs Recreation Association and State of the Arts Cultural Series recently featured Department musical groups the T-Tones and INR Wind Ensemble, as well as poet Jehanne Dubrow.

The choral ensemble of the State Department, the T-Tones includes Civil Service and Foreign Service personnel, both active and retired. Its November program included a variety of beautiful but rarely performed music ranging from the 1400s to 2000. Members of the ensemble who performed were Eric Bone, Stephanie D. Cabell, Barbara Harris, Steve Honley, Jane Purcell, Dominic Tondo, Ray Valido and John Wiecking. Their voices blended harmoniously and were well balanced. An added bonus was Steve Honley's piano performance of *A Bicentennial Tribute to Frederick Chopin*.

In December, the INR Wind Ensemble presented a concert of popular and classical holiday selections. Members of the group include Stephen Weigert, tenor saxophone; Steven Halter, trumpet, cornet and flugelhorn; Jim Sanders, trumpet; Nathan Eberhardt, trombone; and Daniel Severson, French horn. These instruments, not often heard in ensemble, provided a special treat for the audience and fostered a holiday mood.

Poet Jehanne Dubrow started off the 2011 State of the Arts Cultural Series



in January by reading from her new collection, *Stateside*, which gives powerful voice to the often overlooked feelings of military spouses left behind during wartime deployments of the past decade. Dubrow's riveting collection, driven more by a desire

to unsparingly explore loneliness, longing and fear than by any overt political agenda, was warmly received by the audience. ■

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*The author is director of information resources management in the Executive Secretariat.*

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## Upcoming Events

**March 9**  
Hand Bells

**March 23**  
Ballet

**April 6**  
Wayne Dorsey,  
Piano

**April 20**  
Matthew Odell,  
Piano

**May 4**  
Recital - Piano  
Students of Caryl  
Traten Fisher

*Performances are on Wednesdays at 12:30 p.m. in the Dean Acheson Auditorium unless otherwise noted.*



**Pamela Corey Archer**, 70, a retired Foreign Service officer, died Dec. 17 at her home in Arlington, Va. She joined the Foreign Service in 1981, and her postings included Tegucigalpa, Montevideo, Quito, San Salvador, Lima and Madrid. She retired in 2005 and worked as a public diplomacy instructor at the Foreign Service Institute and as a volunteer/interpreter at the Virginia Hospital Center. She enjoyed attending performing arts events and gardening.



**Adele E. Davis**, wife of retired Foreign Service officer Thomas W. Davis, died Dec. 4 at their home in Oceanside, Calif. She served in the Navy WAVES during World War II. She assisted her husband during postings to Laos, Hong Kong, Haiti, Turkey, South Arabia, Greece and Jamaica. She enjoyed crossword puzzles and reading and was very knowledgeable about jewelry, especially precious and semi-precious stones.



**Ralph H. Cadeaux**, 84, a retired Foreign Service officer, died Nov. 29 near his home in Maidenhead, England. A Marine veteran wounded on Iwo Jima, he worked for the American Red Cross before joining the Foreign Service in 1954. He served in Italy, Africa, Vietnam, England, Northern Ireland and Israel. After retiring in 1976, he worked at a Geneva-based nongovernmental organization and taught at an international university in London.



**Clare Solomon Feldman**, 82, wife of Foreign Service officer James Feldman, died Dec. 26 in Silver Spring, Md. She accompanied her husband on postings to India, Belgium and Indonesia. She was a founding member of a cultural and service organization in Bombay and taught English to adults in Indonesia. She served as a volunteer for the Alzheimer's Association of Greater Washington, a reading tutor at an elementary school and an English tutor of foreign students at the University of Maryland.



**Edwin Stanley Costrell**, 97, a retired Foreign Service officer, died Dec. 8 of cancer at his home in Gaithersburg, Md. He served in the Army during World War II. He joined the Department in 1949 as a diplomatic historian and was chief of the Historical Studies Division from 1965 to 1976. After retiring in 1978, he and his wife spent winters in Florida before returning permanently to Maryland in 2000. He enjoyed reading, classical music and playing table tennis.



**Thomas Edward "Tom" Glover**, 64, a retired Civil Service employee, died Dec. 12 of leukemia in Santa Fe, N.M. He began his 31-year Department career at the Passport Office in 1972 and transferred to the Bureau of Consular Affairs, Directorate of Overseas Citizens Services, when it was established in 1978. After retiring to Santa Fe in 2003, he enjoyed fishing, photography, hiking, hunting for arrowheads, gardening and exploring the Southwest.





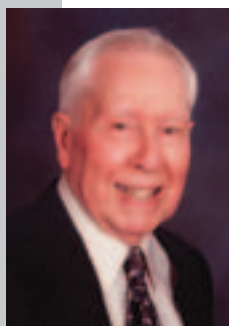
**Eugene C. Harter**, 84, a retired Foreign Service officer with the U.S. Information Agency, died Dec. 13 in Ellicott City, Md., following a long illness. He served in the Navy during World War II, worked on newspapers, ran for Congress and joined USIA in 1967. He was posted to Lebanon, Mexico, Brazil and Ecuador. He retired in 1982 and moved to Chestertown, Md. He wrote a book and lectured widely on the

post-Civil War Confederate migration to Brazil, which included his ancestors.



**Antonio "Tony" Imperio**, 60, an engineer with the Bureau of Overseas Buildings Operations, died Jan. 5 of a heart attack in Virginia Beach, Va. He joined the Navy in 1974 and later worked at the Navy Department as a civilian before joining the Department in 2000. He maintained telecommunications infrastructure at U.S. embassies in the Middle East and Eastern Europe. He was membership chair of the Philippine Association of Metropolitan Washington

Engineers and enjoyed home improvement projects and playing tennis.



**Edward W. Holmes**, 87, a retired Foreign Service officer, died Dec. 18 of complications from prostate cancer in Washington, D.C. He served in the Army during World War II and joined the Foreign Service in 1946. His postings included Nicaragua, Venezuela, Israel, South Africa, Ethiopia, Malawi, Rhodesia and Ghana. He volunteered with the Internal Revenue Service and the American Association of Retired Persons.



**John W. Jelich Jr.**, 91, a retired Foreign Service officer, died Jan. 3 in Currituck, N.C. He joined the Department in 1941 and had postings in London, Copenhagen, Vienna, Stockholm, Pretoria, Tehran, Lisbon, Tegucigalpa, Monrovia, Rabat, Lagos, Ankara and Jidda. After retiring in 1976, he lived in Florida and Virginia.



**Frances "Louise" Hughes**, 84, a retired Department employee, died Oct. 2 at her home in Silver Spring, Md. During her 31-year Department career, she served as secretary and assistant to Edwin Martin when he was assistant secretary, ambassador to Argentina and chairman of the Organization for Economic Cooperation and Development in Paris. She retired in 1981. She loved

to travel, visiting almost every state and countries in Europe, South America and Africa.



**Mary Roberta Jones**, 72, a retired Foreign Service officer with the U.S. Information Agency, died Nov. 1 in Stone Mountain, Ga. She was a Peace Corps volunteer in Nigeria in the early 1960s before joining USIA. Her postings included Ghana, Guinea (where she adopted two children), Cameroon and Ethiopia. She retired in the early 1990s.



**Roman Leo Lotsberg**, 84, a retired Foreign Service officer with the U.S. Information Agency, died Oct. 27 of multiple organ failure in Arlington, Va. He served in the Army Air Force during World War II. His postings included Saigon, Tangiers, Calcutta, Paris, Cairo, Athens, Tehran and Madrid. After retiring in 1981, he worked for Radio Free Europe/Radio Liberty. He lived in McLean and Alexandria, Va. He was a course

coordinator for the Osher Lifelong Learning Institute and wrote a self-published memoir. He enjoyed skiing, playing the guitar, singing and dancing.

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**David A. Macuk**, 79, a retired Foreign Service officer, died Nov. 6 at his home in Bethesda, Md., after living many years with multiple sclerosis. He served with the Army in Japan and joined the Department in 1956. His postings included Munich, Karachi, Ottawa, Bonn, Rome, Nairobi and Geneva. He retired in 1983 and joined the National Telecommunication and Information Agency at the Department of Commerce. He was politically

involved and wrote and illustrated historical fiction stories for his six grandchildren.

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**William Keller Miller**, 90, a retired Foreign Service officer, died Jan. 1 at his home in Arlington, Va. Following service in the Army Air Corps in World War II, he joined the Department in 1943 and the Foreign Service in 1951. His postings included Calcutta, Bombay, Helsinki, Taipei, Geneva and London. He helped negotiate international agreements. In 1978, he became executive director of the International Sugar Organization in London, where he served

until 1986. He enjoyed watching sports on television and was a lifelong baseball fan.



**Milena Vaneckova Newlin**, 86, wife of retired Foreign Service officer Michael Newlin, died Dec. 2 in Chevy Chase, Md. A native of Czechoslovakia who left after the Communists came to power, she met her husband while working at the U.S. Consulate General in Frankfurt. She accompanied him to postings in Oslo, Paris, Brussels, Kinshasa, Jerusalem, Algiers and Vienna. She taught Czech at the Foreign Service Institute and was an

avid gardener and gourmet cook.

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**Helene Francis O'Shaughnessy**, 79, a retired Foreign Service officer, died Sept. 6 of complications from diabetes and heart disease. She joined the Foreign Service in 1951 and served in Tokyo, Tehran, Rome, Paris, Dublin and Poznan, Poland. She lived in Chevy Chase, Md., before moving to Arlington Heights, Ill. She was active in her church and enjoyed gourmet cooking, collecting antiques, reading

and keeping in touch with Foreign Service friends.

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**Mary Kellogg Rice**, 100, widow of Foreign Service officer Edward Rice, died Jan. 6 of natural causes in Tiburon, Calif. She and her husband spent their first married years apart while he served in China during World War II. She accompanied him to postings in Stuttgart, Hong Kong and Manila. In the Philippines, someone saw her weaving and she was soon organizing work projects for local women. After retiring to the San Francisco area, she wrote a book

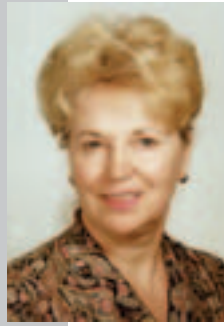
about a Depression-era handicraft project for which she was art director.



**James Arthur "Jim" Seward**, 76, a retired Department employee, died Jan. 11 at his home in Lake Ridge, Va. After 20 years in the Army, he served 10 more with the Department. He worked with the Multi-National Force and Observers in Rome, Cairo and Tel Aviv, and also served in Saudi Arabia and Kuwait during and after the Gulf War. After retiring, he consulted for the Department and started a family printing business.



**Robert F. Stafford**, 83, a retired Foreign Service officer, died May 13 of natural causes at his home in Hartford, Conn. He joined the Department in 1948, was called up for Army service in 1954 and returned to the Foreign Service in 1956. His postings included Munich, Stockholm, South Korea, Iran, Peru, Fiji, Cyprus, Kuwait and Oslo. After retiring in 1976, he lived in Washington, D.C., Florida, Minnesota and Connecticut.



**Maria Trainer**, 87, wife of retired Foreign Service officer Frank Trainer, died Nov. 29 of Alzheimer's disease at their home in Altamonte Springs, Fla. She accompanied her husband on postings to Rome, Tokyo, Nairobi, Paris and Zaire. They enjoyed socializing with friends of many nationalities while living for six months of every year for 30 years in Torremolinos, Spain.

## In the Event of a Death...

Questions concerning employee deaths should be directed to the Office of Casualty Assistance at (202) 736-4302. Inquiries concerning deaths of retired employees should be directed to the Office of Retirement at (202) 261-8960. For specific questions on submitting an obituary to *State Magazine*, please contact Bill Palmer at [palmerwr2@state.gov](mailto:palmerwr2@state.gov) or (202) 203-7114.



# Retirements

## Foreign Service

Allison, Lynn Alice  
Benevento, Frank C.  
Brock, Jeffrey Austin  
Capriglione, Pasquale  
David, Floraida C.  
Duffy, Patricia J.  
Foster, James Kinch  
Gaarder, Eduardo R.  
Haskins, Dana A.  
Houston, Gregory V.

Keeton, Margaret Ellen  
Kramer, Ronald James  
McClellan, Robin K.  
Murphy, Mary Anne  
Patterson, David L.  
Quinn, Celestine  
Quinn, Edward M.  
Rhea, Bryan D.  
Sutton, Judy Ann  
Valle Jr., Vicente

## Civil Service

Arndt, Gary Alan  
Astrande, Renato B.  
Bellamy, Vernell P.  
Blount, Tina L.  
Boone, Mardell V.

Brown, Debra C.  
Capo, Peter A.  
D'Antonio, Rosemarie B.  
Johnson, Sandra L.  
Ward, Charles D.

## We Want Your Videos!

Are you submitting a feature story, Post of the Month or In The News article for an upcoming issue? We now accept your videos for posting on our Web site and in our Apps. E-mail [statemagazine@state.gov](mailto:statemagazine@state.gov) to learn more!

## Coming In Our April Issue:



Motor Pool Boss  
Drives Straight to the Top

State Steps Up  
Green Efforts

CG Shanghai Boosts  
LES Teamwork –  
and Morale

...and much more!



## Beyond Normal

One of the smallest offices in the Department often provides the most impact to employee families. Normally staffed by just three people, the Office of Casualty Assistance grows considerably when asked to respond to situations or events that could lead to potential federal civilian casualties. When those situations arise, the office activates one of the six Crisis Support Teams to join an overall Department task force that provides surge support as long as necessary.

Armed with these teams of volunteers from across the Bureau of Human Resources, this smallest HR office focuses on helping DOS and other federal agencies' families when they suffer a loss. The teams

respond to disasters around the globe, from tsunamis in Indonesia to earthquakes in Haiti and Chile. They also provide support in domestic disasters such as Hurricane Katrina. Typically, team members work in shifts to take calls from concerned relatives of employees in the disaster area, gather information and coordinate efforts with other task force members and staff at post. CST members volunteer for different reasons, but this response is fairly typical: "...I wanted to volunteer for something meaningful or helpful to other employees, beyond my normal paid position."

Big changes could be coming in the Department, if all the recommendations contained in the recently completed Quadrennial Diplomacy and Development Review are implemented. The Department could see the appointment of a chief economist, three new bureaus—bureaus of Energy Resources, Conflict and Stabilization Operations, and Counterterrorism—and the reorganization of the missions of two current under secretaries.

The QDDR also calls for more focus on U.S. development efforts in six specific areas: economic growth, food security, global health, climate change, democracy and governance, and humanitarian assistance. The Review recommends rebuilding the U.S. Agency for International Development as the preeminent global development institution and building "development diplomacy" as a Department discipline.

The prerequisites to becoming a construction engineer in the Foreign Service are steep and tough—a bachelor's degree in engineering, architecture or construction management, and at least five years experience in the field. Many of the Department's 76 construction engineers also hold licenses as professional engineers and registered architects. They manage billions of dollars of construction work the Bureau of Overseas Buildings Operations has under way at diplomatic posts abroad.

Ten of the 76 are women. While that 13 percent may sound low, it beats the national industry average, and it's a sign of progress since construction engineering became a Foreign Service specialty in 1979. The first class included a single female pioneer, Claudia Russell; today, there are four female construction project directors; three female construction managers assigned worldwide; and three other female engineers on domestic tours before going overseas.

Last but not least, a final salute to our colleagues en route to their final posting: *Pamela Corey Archer; Ralph H. Cadeaux; Edwin Stanley Costrell; Adele E. Davis; Clare Solomon Feldman; Thomas Edward "Tom" Glover; Eugene C. Harter; Edward W. Holmes; Frances "Louise" Hughes; Antonio "Tony" Imperio; John W. Jelich Jr.; Mary Roberta Jones; Roman Leo Lotsberg; David A. Macuk; William Keller Miller; Milena Vaneckova Newlin; Helene Francis O'Shaughnessy; Mary Kellogg Rice; James Arthur "Jim" Seward; Robert F. Stafford; and Maria Trainer.* ■

A handwritten signature in dark ink that reads "Rob Wiley". The signature is fluid and cursive, with the first name "Rob" being more prominent than the last name "Wiley".

Rob Wiley  
Editor-in-Chief



# SALE

AGGLER 2011

MAGAZINE

MARCH 25/1

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TRAVEL  
VOUCHER

KLINGON  
LANGUAGE  
IMMERSION  
GONE  
WRONG!



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FREEZING:  
HANDY WAY  
TO STRETCH  
OUT  
ELIGIBILITY  
FOR PROMOTION?

HAVE  
YOU  
LOST  
WEIGHT?

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BUDGET  
FOR  
GRAVITY

POST OF THE MONTH: STILL  
FEELING PLANETARY ON  
**EMBASSY PLUTO!**





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